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Economic Development Incentive Program

Annual Report
Fiscal Year 1997

GOVERNMENT DOCUMENTS COLLECTION

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Argeo Paul Cellucci
Governor

David A. Tibbetts
Director of Economic Development
Co-Chair, Economic Assistance Coordinating Council

Jane Wallis Gumble
Director of Housing and Community Development
Co-Chair, Economic Assistance Coordinating Council

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November 21, 1997

Edward B. O'Neill, Clerk and Parliamentarian of the Senate
Robert E. MacQueen, Clerk and Parliamentarian of the House
Massachusetts General Court
State House
Boston, Massachusetts 02133

Dear Mr. O'Neill and Mr. MacQueen:

We are pleased to submit herewith, in accordance with Section 3C(3) of Chapter 23A of the Massachusetts General Laws, the annual report of the Economic Development Incentive Program (EDIP) for Fiscal Year 1997.

The EDIP continues to function as the most valuable tool in the Commonwealth's economic development toolbox. In Fiscal Year 1997, the EDIP stimulated job creation in distressed areas, attracting new businesses, and encouraging existing businesses to expand their operations in the Commonwealth by providing an attractive package of state and local tax incentives.

The EDIP can be credited with creating 11,082 new permanent full-time jobs and encouraging over $1.26 billion in private investment, while retaining 13,250 Massachusetts jobs in Fiscal Year 1997. Since its inception in 1993, the EDIP has created 18,109 new permanent full-time jobs and has spurred the investment of over $2 billion, while retaining 28,784 jobs in the Commonwealth. On behalf of the Economic Assistance Coordinating Council (EACC) and Co-Chairpersons David Tibbetts and Jane Wallis

Gumble, we look forward to continuing our efforts to add to these impressive statistics in Fiscal Year 1998 and beyond.

Sincerely,

John R. Regan, Executive Director
Massachusetts Office of Business Development

Sean C. Calnan, Director
EACC

Cc: His Excellency Argeo Paul Cellucci
The Honorable Thomas Birmingham
The Honorable Thomas M. Finneran
The Honorable Stanley Rosenberg
The Honorable Paul Haley
The Honorable Stephen Lynch
The Honorable Robert Koczera
Members of the Great and General Court
Members of the EACC

ECONOMIC ASSISTANCE COORDINATING COUNCIL
MEMBERSHIP

Member	Type of Appointment
Co-Chair David A. Tibbetts, Director Department of Economic Development	Statutory
Co-Chair Jane Wallis Gumble, Director Department of Housing & Community Development	Statutory
Angelo Buonopane, Director Department of Labor & Workforce Development (designee: Jonathan Raymond)	Statutory
Suzanne Teegarden, Executive Director Corporation for Business, Work and Learning (designee: Paul Regan)	Statutory
Carol A. Aranjo Springfield, MA	Gubernatorial - Western MA
Jose L. Garcia Northborough, MA	Gubernatorial – Central MA
Kenneth I. Guscott Boston, MA	Gubernatorial – Eastern MA
~~Loretta George~~ (resigned; vacant seat) Fall River, MA	Gubernatorial – Southeastern MA
Richard W. Neitz South Yarmouth, MA	Gubernatorial – Cape and Islands
Joseph J. Bevilacqua Lawrence, MA	Gubernatorial – Merrimack Valley
~~Dr. Peter Cressy~~, Chancellor (resigned; vacant seat) University of Massachusetts at Dartmouth	Gubernatorial – Chancellor

MASSACHUSETTS
ECONOMIC DEVELOPMENT INCENTIVE PROGRAM

After three full years of implementation, the EDIP continues to establish itself as one of the most effective economic development programs that Massachusetts has to offer. In Fiscal Year 1997 alone, the EDIP can be credited with the creation of 11,082 new, permanent full-time jobs, the retention of 13,250 existing Massachusetts jobs, and a commitment from designated Certified Projects to invest over $1.26 billion throughout the Commonwealth.

With the enactment of Chapter 19 of the Acts of 1993, then Governor Weld, Lieutenant Governor Cellucci and the Legislature inaugurated the **Massachusetts Economic Development Incentive Program**, which is designed to stimulate job creation in distressed areas, attract new businesses, encourage existing businesses to expand, and increase overall economic development readiness. Through the Economic Development Incentive Program, cities and towns embark on an economic development planning process in partnership with the Commonwealth in order to benefit from this initiative. Planning includes setting goals and priorities, collaborating with neighboring communities and the private sector, and streamlining regulations. The state has begun to target capital funding (i.e. Public Works Economic Development funds and Community Development Action Grants) for participating communities. Once designated as a participating community, a municipality has the ability to offer tax incentives to help businesses expand. The Economic Assistance Coordinating Council is charged with the responsibility for designating Economic Target Areas (ETAs), Economic Opportunity Areas (EOAs) and Certified Projects - the 3 steps in the Economic Development Incentive Program.

- **The Economic Assistance Coordinating Council** (EACC) is comprised of eleven members, four of whom are statutorily appointed and seven of whom are appointed by the Governor, each representing a specific geographic region of the state. The EACC is co-chaired by the Director of Economic Development and the Director of Housing and Community Development.

- **An Economic Target Area** (ETA) is three or more contiguous census tracts in one or more municipalities, meeting one of six statutory criteria for economic need. Presently, there are 34 ETAs throughout the Commonwealth. By statute, there can be a maximum of 34 ETAs throughout the state. See Attachment A for the complete updated list of ETAs.

- **An Economic Opportunity Area** (EOA) is an area or several areas within a designated ETA of particular need and priority for economic development. These areas are selected by the individual communities, and must meet one of four statutory criteria for designation. There is no limit to the number of EOAs in a given community or ETA. See Attachment B for the complete updated list of EOAs.

- **A Certified Project** is a business that is expanding its existing operations, relocating its operations, or building new facilities and creating net, new permanent full-time jobs to the Commonwealth, within an EOA. The company must be approved as a Certified Project by both the municipality and the Economic Assistance Coordinating Council. In exchange for the company's commitment to add new jobs and invest in both the municipality and the Commonwealth, the municipality will offer a local property tax incentive, either Tax Increment Financing or a Special Tax Assessment (defined below), while the Commonwealth offers a 5% Investment Tax Credit on qualifying investments, and a 10% Abandoned Building Tax Deduction for costs incurred in renovating an abandoned building located within an EOA. See Attachment C for a complete updated list of Certified Projects throughout the Commonwealth.

- **Special Tax Assessment** is a program covering both the existing and new value of the real estate which is owned or leased by the prospective Certified Project candidate. In year one, the tax is zero percent of the existing and new assessed value of the real estate. In year two, up to 25% of the assessed value is taxed. In year three, up to 50% of the assessed value is taxed. In year four, up to 75% of the assessed value is taxed. In years five and following, up to 100% of the assessed value is taxed.

- **Tax Increment Financing** -- Massachusetts' version of Tax Increment Financing (TIF) allows municipalities to provide flexible targeted incentives to stimulate job-creating development. The municipality and the prospective Certified Project candidate agree to a property tax exemption based on a percentage of the value added through new construction or significant improvement for a period of no less than five and no more than twenty years. The real estate taxes generated by the new increased assessed value is then allocated by percentage to one or more of three categories, each of which may change from year to year: exemption from real estate taxes, payment of real estate taxes, and payment of a betterment fee in lieu of real estate taxes to finance related infrastructure. This allocation is calculated in a formal, negotiated agreement between the municipality and the Certified Project candidate. TIF serves to pass the tax savings on to property owners for use in project development, while ensuring that the development risk is borne by those parties as well.

- **"Exceptional Opportunity" Designation** -- TIF Zones do not have to be located in EOAs. A TIF Zone may be designated outside of an EOA by the Director of Economic Development for large-scale projects which present "exceptional opportunities for increased economic development." An "exceptional opportunity" is a business which is either relocating to Massachusetts or expanding its existing operations within the Commonwealth, and: (1) adding at least 100 new permanent full-time jobs; or (2) increasing its current job level by at least 50%. Once an "exceptional opportunity" is designated by the Director of Economic Development, it must then be approved by the Economic Assistance Coordinating Council. Designation as an "exceptional opportunity" allows a business to receive, and a municipality to offer, the benefits of a TIF Agreement without being located within an Economic Target Area. To date, the EACC has approved 5 "Exceptional Opportunities."

Outreach Efforts in Fiscal Year 1997

The focus of outreach efforts continues to be the education of both the business community and interested municipalities. Many of the participating communities have gained a thorough understanding of the program and are eager to use it to its fullest advantage. The volume of interest has generated many requests for technical assistance from municipalities and applicants wishing to participate in the program. The support that the MOBD staff has provided to the EACC staff of one full-time person and one part-time consultant has been immeasurable. The EACC staff and MOBD employees continue to attend any and all City Council or Town Meetings to which we have been invited in an effort to secure approval of Economic Target Areas, Economic Opportunity Areas and Certified Projects across the Commonwealth.

Highlighted below are some of the more significant events attended by the EACC staff in Fiscal Year 1997:

- In July, EACC staff administered a training workshop in **Barnstable** for interested Cape Cod economic development officials. Approximately 25 people attended the event.

- In July, the EACC meeting was hosted by Lunt Silversmiths in **Greenfield** at the company's new Design Center & Marketplace. The EACC was given the opportunity to tour the facility and to enjoy lunch in the newly opened Artisan's Café. Attendees at the meeting included representatives of the Town of Greenfield, The Honorable Lisa Mead, Mayor of Newburyport, and a representative from Senator Rosenberg's office. The Lunt Silversmiths project was approved as the 100th Certified Project designated since the inception of the EDIP.

- In August, the EACC meeting was hosted by the City of **Brockton**. Mayor John Yunits of the City of Brockton and members of his staff attended the meeting which was held in the G.A.R. Room of City Hall. Also in attendance was Representative Thomas P. Kennedy. At the meeting, Powers Pharmaceutical Corporation, a Brockton manufacturer of cough drops was approved as a Certified Project for its 22,500 square foot expansion and planned addition of 40 new jobs for residents of the City of Brockton. Following the meeting, members of the EACC toured the Powers facility.

- In September, EACC staff met with representatives of the cities of **Chicopee, Holyoke and Westfield** to discuss the possibility of expanding Holyoke's ETA designation to include Chicopee and Westfield. Said expansion was ultimately approved by the EACC at its November meeting.

- In October, EACC staff met with representatives of the **Northern Worcester County Economic Target Area** at the Montachusett Regional Planning Commission in Fitchburg to discuss past accomplishments and future projects.

- In October, EACC staff attended a meeting of interested businesses and local officials in **Yarmouth** to present a training session on the use and benefits of the EDIP.

- In October, the EACC meeting was held at the Massachusetts Office of Business Development in **Boston.** At the meeting, the EACC approved the first Economic Opportunity Area application from the City of Boston which consists of much of the Downtown/Washington Street area as well as portions of Chinatown.

- In October, EACC staff hosted a training session in **Westborough** for all employees of the Massachusetts Office of Business Development. The purpose of the training session was to provide all MOBD employees with an in depth knowledge of the EDIP, thus allowing them to assist the EACC staff in the full implementation of the rapidly expanding program.

- In November, EACC staff met with officials of the Town of **Canton** to discuss the possibility of Canton joining an existing Economic Target Area. The towns of Canton and Randolph would join the Quincy Area ETA the following Spring.

- In November, the EACC meeting was held at Heritage State park in **Holyoke.** Mayor Daniel Szostkiewicz of Holyoke, and Mayor Richard Sullivan of Westfield attended the meeting, as did Jack Briggs, Director of the Governor's Western Massachusetts Office, and members of the local press. The main agenda item was the expansion of the Holyoke Economic Target Area to include the cities of Chicopee and Westfield.

- In December, EACC staff met with officials of AT&T to discuss their possible relocation to the Town of **Fairhaven.** In the Spring of 1997, the company would announce that they would be creating close to 1,000 jobs at the Fairhaven site.

- In December, the EACC meeting was held at One Ashburton Place in **Boston**. The EACC considered a record 33 Certified Project applications at the meeting. At this meeting, the EACC surpassed the 20,000 jobs retained mark, as well as the $1 billion figure in private investment attributable to Certified Projects. Attendees included Senator Matthew Amorello, as well as several representatives from the City of Worcester.

- In January, EACC staff met with officials from the Town of **Somerset** to discuss the possible expansion of the **Fall River Economic Target Area** to include the Town of Somerset.

- In January, EACC staff met with Mayor Dennis DiZoglio and representatives from the Town of **Methuen**, as well as proponents of the **Malden Mills** revival to discuss the use of the EDIP as a tool to aid in the rebuilding and expansion of the complex.

- In January, EACC staff participated in the MOBD sponsored "Build a Better Business" breakfast seminar in **Fitchburg**. The breakfast was one in a series of regional workshops designed to highlight the many services available through the business experts located at MOBD's five one-stop business centers.

- In January, EACC staff attended a discussion among local officials in **Billerica** concerning the possible expansion of the Billerica Economic Target Area to include the Town of **Burlington**.

- In February, EACC staff attended a Town Meeting in **Northfield** to discuss the town's attempt to designate its first Economic Opportunity Area and first Certified Project, Systems, Software, Support, Inc. Both votes were approved unanimously. The company was ultimately approved by the EACC at its March meeting.

- In March, EACC staff attended a meeting of **Falmouth** town officials, presenting the mechanics of the EDIP in preparation for the town's first Certified Project.

- In March, EACC staff participated in MOBD's "Build a Better Business" breakfast seminar in **Dartmouth**. The event was well attended by the local business community. Topics discussed included the use of EDIP incentives and the other services provided by MOBD's Southeast Regional Office.

- In March, the EACC meeting was held in the Saltonstall Building in **Boston**. Highlights included the expansion of both the Ware River Valley and the Quincy Area ETAs, as well as the certification of Boston's first project, American Engineered Components, Inc. in Boston's newly designated Allston/Brighton EOA.

- In April, EACC staff met with **Attleboro** officials to discuss several pending Certified Project applications, as well as the possible expansion of the Attleboro ETA to include the entire city rather than the existing census tracts.

- In April, EACC staff met with **Haverhill** officials to tour the city, and familiarize themselves with Haverhill's revitalization plans for their downtown area.

- In May, EACC staff participated in a "Build a Better Business" breakfast seminar at **Andover's** Ramada Rolling Green. This seminar was targeted to reach businesses in the Northeast region of Massachusetts, and to provide them with information on the services offered by MOBD's office in **Lowell**.

- In May, EACC staff participated in a seminar held at the Cummings Center in **Beverly** to familiarize tenants with the possibility of availing themselves of the

benefits of the Economic Development Incentive Program. The event was very well attended, and may generate several projects from this Economic Opportunity Area.

- In May, the EACC meeting was held once again at **Brockton** City Hall. Mayor John Yunits and his staff attended, as did members of both the print and television media. Highlights of the meeting included two Brockton companies receiving Certified project designation, as well as the EDIP surpassing the 10,000 jobs created mark, the 200 designated Economic Opportunity Areas mark, and the 25,000 jobs retained mark.

- In June, EACC staff participated in a "Tools for Economic Development" seminar hosted by the **Cape Cod Commission and the Cape Cod Economic Development Council.** The event was very well attended by economic development officials from the Cape and Islands and was covered by several members of the local media.

- In June, EACC staff participated in a "Build a Better Business" breakfast seminar held at Pleasant Valley in **Sutton**. The seminar focused on creating an awareness among the Blackstone Valley business community of the several programs available from state agencies, including the Economic Development Incentive Program.

- In June, EACC staff met with Braintree town officials to discuss the use of the EDIP in conjunction with the revitalization of the Fore River Shipyard located in **Quincy and Braintree.**

- In June, the EACC meeting was held at **Barnstable** Airport, hosted by the Cape Cod Economic Development Council. Highlights included the addition of Somerset and Burlington as ETA communities, the approval of Sun Microsystems and Malden Mills Industries as Certified Projects, and the commitment by Certified Projects to invest over $2 billion in the Commonwealth since the inception of the Economic Development Incentive Program.

EACC Activity in Fiscal Year 1997

Economic Target Areas:

Although Fiscal Year 1997 began with the statutory maximum of 34 Economic Target Areas, several participating ETA communities, intending to take a more regional approach to economic development, petitioned the EACC for an amendment to their existing ETA :

Holyoke Regional ETA — **Cities of Holyoke, Chicopee & Westfield**

On November 26, 1996, the EACC approved the addition of the cities of Chicopee and Westfield to the Holyoke Economic Target Area.

Ware River Valley ETA — **Hardwick, Palmer, Ware, Warren, Monson**

On March 24, 1997, the EACC approved the addition of the Town of Monson to the existing Ware River Valley Economic Target Area.

Quincy Area ETA — **Quincy, Braintree, Hingham, Hull, Weymouth, Canton, Randolph**

On May 16, 1997, the EACC approved the addition of the towns of Canton and Randolph to the existing Quincy Area Economic Target Area.

Greater Fall River ETA — **Fall River and Somerset**

On June 25, 1997, the EACC approved the addition of the Town of Somerset to the existing Fall River Economic Target Area.

Billerica/Burlington ETA — **Billerica and part of Burlington**

On June 25, 1997, the EACC approved the addition of Census Tract No. 3323 in Burlington to the existing Billerica Economic Target Area.

Economic Opportunity Areas:

In Fiscal Year 1997, the EACC approved the following 61 requests for EOA designation, as well as three requests for amendments (shown in italics) of existing EOAs:

EOA	ETA
Amherst North Amherst East Amherst	**Greater Franklin County**
Athol Poor Farm Stuart's	**Greater Franklin County**
Attleboro 7 Parker Street	**Attleboro**
Beverly Cummings Center	**Beverly-Salem**
Billerica Treble Cove Road	**Billerica-Burlington**
Boston Midtown Crosstown/South Boston Allston/Brighton Industrial	**Boston**
Burlington Sun Microsystems	**Billerica-Burlington**
Canton Northern Canton	**Quincy Area**
Charlemont River Bend Valley View	**Greater Franklin County**
Charlton Technology Park East	**South Central MA**
Chelsea Second Street Food Center	**Chelsea**

EOA	ETA
Chicopee	**Holyoke Regional**
North Westover	
Colrain	**Greater Franklin County**
Griswoldville	
Deerfield	**Greater Franklin County**
Pro Pel Plastech	
Fairhaven	**Greater New Bedford**
Rio Plaza	
Waterfront Ind. Dist.	
Huttleston Ave. Business	
Huttleston Ave. Commercial	
Rte. 240/Alden Road	
AT&T	
Atlas Track	
Fall River	**Greater Fall River**
President Avenue	
I-195 Amendment	
Framingham	**Framingham-Marlboro**
Crossing Boulevard	
Crescent Street	
Freetown	**Greater New Bedford**
South Main Street	
Ridge Hill Road	
Braley Road	
Gloucester	**Cape Ann**
Elliott Shipping	
GMF Corp.	
LePage's	
Greenfield	**Greater Franklin County**
Lunt Complex	
Harwich	**Barnstable County**
Queen Anne Road	
Great Western Road	

EOA	ETA
Hopedale Draper Annex	**Blackstone Valley**
Lee Business Park	**Berkshire**
Leominster Jytek Industrial Park Industrial Road Nashua Street *I-190 Ind. Park* *Borden Chemical*	**Northern Worc. County**
Lowell Central Business District South	**Lowell**
Marlboro South-West Quadrate	**Framingham-Marlboro**
Mashpee East Mashpee Business Area	**Barnstable County**
Methuen Arlington District	**Lawrence-Methuen**
Milford Granite Park Industrial	**Milford**
Montague Turners Falls Business Corr.	**Greater Franklin County**
North Adams Delftree Mushroom Mill	**Northern Berkshire**
Northborough 112 West Main Street	**Framingham-Marlboro**
Northfield Pioneer Business Center	**Greater Franklin County**
Somerville Carberry's Somerville Theatre	**Somerville**

EOA	ETA
Sturbridge	**South Central MA**
Hall Road (EOA #2)	
Westfield	**Holyoke Regional**
Summit Lock	
Williamstown	**Northern Berkshire**
1896 House	
Photech Mill	
Executive Park	
Grand Union Plaza	
Berkshire Ivy Garden	

Certified Projects: In Fiscal Year 1997, the EACC approved the following 92 Certified Projects and one "exceptional opportunity" for economic development (noted in italics):

Adams (Corporate Park EOA)
Novtex Corporation at the Renfrew Center **(6/97)**
Municipal Incentive: TIF (14 Years)
70 new jobs, 39 jobs retained, $1.85 million in private investment

The Renfrew Center Project is a multi-tenant industrial facility consisting of a 79,000 square foot building. Novtex Corporation is a manufacturer of decorative ribbons and trims made on crochet knitting machines and sold primarily to home sewing and craft persons. Novtex plans to occupy 55,000 square feet of the building. The Northern Berkshire Industrial Park and Development Corporation will own and operate the facility which is expected to house two other tenants who may be potential Certified Project candidates.

Ayer
Nasoya Foods, Inc. **(11/96)**
Municipal Incentive: Special Tax Assessment
175 new jobs, 77 jobs retained, $16 million in private investment

Nasoya has been in business for over eighteen years as a producer of soy-based food products and Asian pasta products. The company has moved to One New England Way in Ayer where they have expanded to become the first soy-milk producer in the eastern United States. Nasoya has moved into an abandoned building in the Town of Ayer which had not produced any tax revenues for the previous three years. The company's main expenditures include the purchase and renovation of the building, as well as a substantial investment in equipment and machinery.

Barnstable (Industrial Zone EOA)

The Woman's Body Shopp, Inc. (12/96)
Municipal Incentive: TIF (5 Years)
15 new jobs, 5 jobs retained, $940,000 in private investment

This fitness facility plans to expand by adding 12,750 square feet of space on a 2.07 acre parcel in Hyannis. After the expansion, the facility will be able to offer a new health club, beauty shop, dance shop and karate center. In addition the club will now offer a swimming pool and expanded child care facilities. In addition to the fifteen new full-time jobs, approximately 30 part-time jobs will be made available to residents of the ETA.

Beverly (Cummings Center)

Beverly Commerce Park, Inc. (12/96)
Municipal Incentive: TIF (10 Years)
15 new jobs, 30 jobs retained, $13.5 million in private investment

The project designee is affiliated with Cummings Property Management, Inc. in Woburn and is a full-service property management firm. Cummings will ultimately expend $13.5 million in renovating the former United Shoe Manufacturing facility. Major investment has been made in environmental remediation, window and roof replacement, equipment purchases, landscape and parking improvements, and utility systems upgrades. Any tenants locating within this huge facility are also eligible to become Certified Projects in their own right while operating under the TIF Agreement approved for the entire facility. At full occupation, it is expected that the Cummings Center EOA will ultimately employ between three and four thousand. Certification of this project was an extremely important component in the reuse of this facility.

Collagenesis, Inc. (6/97)
Municipal Incentive: TIF (Beverly Commerce Park)
20 new jobs, 43 jobs retained, $2 million in private investment

Collagenesis is the first tenant to be certified at the Cummings Center. The company manufactures and markets proprietary human based collagen technologies. It is believed that this technology is the first commercially available injectable human collagen implant. As part of their expansion plans, the company will acquire specialized high technology equipment such as a class 10,000 clean room and low temperature freezers. As volume increases, both capital acquisition and the recruitment of process technicians are required. The company has grown from 4 employees in 1996 to its current 43. This project will allow them to double their workforce once again.

Boston (Allston/Brighton EOA)

American Engineered Components, Inc. **(3/97)**
Municipal Incentive: Special Tax Assessment
5 new jobs, 167 jobs retained, $2.5 million in private investment

Forced to relocate from their Cambridge location because their leased space is being converted into housing for MIT students, AEC has become Boston's first Certified Project. The company is the successor to TRW's industrial fasteners division, and manufactures Carr plug buttons and engineered stampings. The Brighton location in which AEC will expand is the former home of the Anderson Power manufacturing facility which closed its doors in January of 1995. In June of 1995, AEC purchased a 65 employee company, and plans to add an additional 5-10 jobs as a result of the acquisition of an out-of-state company. Local real estate tax incentives will be passed through to AEC by virtue of a triple net lease and option agreement with High Voltage Engineering Corporation, the owner of the building.

Brockton

Brockton Neighborhood Health Center **(5/97)**
Municipal Incentive: TIF (5 Years)
27 new jobs, 30 jobs retained, $532,000 in private investment

This community health center provides primary and preventive health services to a multicultural population. The facility's rapid growth requires a doubling of its space requirements utilizing storefront space on Main Street that has been vacated and gutted for several years. BNHC has created thirty new jobs since its opening less than three years ago. Nearly half of BNHC's current employees live in Brockton – a trend that is expected to continue with the new hires associated with this project.

Crescent Realty Trust & 3 Tenants **(12/96)**
Municipal Incentive: Special Tax Assessment
15 new jobs, 37 jobs retained, $100,000 in private investment

The building purchased by the applicant/developer Crescent Realty Trust is located in Brockton's Railroad South Economic Opportunity Area. This real estate development project actually represents three projects as each individual job creating tenant has received certification in their own right, and will benefit from the Special Tax Assessment negotiated with the City of Brockton. The job-creating tenants have been designated as Bristol Millwork, a firm specializing in fine wood millwork; Barry Koretz Associates, a nationally recognized architectural firm; and John Kironwo's Exporting Associates. The renovation and rehabilitation of the subject property has increased the desirability of the location, and will hopefully encourage existing businesses to expand their operations in downtown Brockton, rather than relocating outside of the city.

Fairfield Farm Kitchens, Inc. **(12/96)**
Municipal Incentive: Special Tax Assessment
66 new jobs, $3.75 million in private investment

This Maryland based company custom makes frozen products for sale to chain restaurants, as well as packages products for retail sales. The Brockton location will manufacture the Howard Johnson lines of macaroni and cheese and "Toastees". The company has purchased a 180,000 square foot building on a 24 acre parcel of land which formerly housed Basic American Foods, Inc. BAF closed its doors in October of 1996. The new owner has stated that he intends to employ as many of the laid off BAF workers as possible. The company has projected that it may be able to hire as many as 115 new employees within its first year of operation.

LeBaron Foundry, Inc. **(12/96)**
Municipal Incentive: TIF (5 Years)
8 new jobs, 94 jobs retained, $800,000 in private investment

This manufacturer of cast iron products has been located on East Union Street in Brockton since the 1920s. The incentives offered through the program will help the company upgrade and modernize its existing facility. Renovation plans include the replacement of an outdated molding line with new equipment, the insulation of the building to reduce noise and vibration, and the installation of new employee locker rooms and a new cafeteria.

Manco Industries, Inc./Ford Street Motors **(12/96)**
Municipal Incentive: Special Tax Assessment
4 new jobs, 2 jobs retained, $150,000 in private investment

Forced to relocate from their current leased facility because the city plans to construct a new school at the site, this auto dealership and repair business will relocate to the Montello area of the city. The proposed project includes the acquisition of property, and demolition of 4 abandoned structures located thereon. The company plans to purchase and install new lifts and air compressors to carry out their business in an existing 4,000 square foot cement block building. The additional space and incentives available will allow the company to hire at least four new full-time employees.

Powers Pharmaceutical Corp., division of NutraMax Prod. **(8/96)**
Municipal Incentive: TIF (10.5 Years)
40 new jobs, 188 jobs retained, $3.5 million in private investment

Originally a confection manufacturer in Brockton, the company was acquired in 1993 by NutraMax Products, Inc., and was converted to an FDA-approved solid dose cough medication manufacturing facility. Since 1993, the company's sales have grown from $8 million to $25 million. Due to this explosive growth, the company reviewed a variety of options for expansion, but settled on expanding in place due to the incentives offered through the Economic Development Incentive Program. Plans call for a 22,500 square

foot addition for increased warehousing and manufacturing space. All 40 of the new jobs created as a result of this expansion are expected to go to city/ETA residents.

Titleist and Foot-Joy Worldwide **(5/97)**
Municipal Incentive: Special Tax Assessment
1 new job, 239 jobs retained, $1.02 million in private investment

A project with both economic and symbolic importance for the City of Brockton, this project involves the reconfiguration of the company's Brockton operation, including parking modifications and associated new machinery for shoe manufacturing and product shipment. This is the last shoe maker in the "Shoe City". The Brockton facility produces Foot-Joy classics footwear. This project will give the company a competitive edge and enable it to continue operations and retain the current workforce. The project shows the flexibility of the program and its usefulness not only as a jobs creation tool, but also as a jobs retention tool.

Burlington (Sun Microsystems EOA)
Sun Microsystems, Inc. **(6/97)**
Municipal Incentive: TIF (20 Years)
3100 new jobs, 900 jobs retained, $200 million in private investment

Originally planned as an "exceptional opportunity", the Towns of Billerica and Burlington entered into an intermunicipal agreement, and submitted a new ETA application to allow this leading supplier of network computing products to gain Certified Project designation and its attendant 5% Investment Tax Credit. The project involves the building of campus/office and research & development facility at the former Lockheed Martin facility on the Middlesex Turnpike and Route 62. As part of the agreement, Sun will contribute $6 million to the town for the implementation of a school technology plan and will pay approximately $52.5 million in property taxes over the twenty year period. It is estimated that for every one job created by Sun, 3 new jobs will be created in the provision of goods and services. Sun has further committed to placing permanent conservation restrictions on large areas of the site for walking paths and other recreational activities for ETA residents.

Canton (Northern Canton EOA)
Reebok International, Ltd. **(5/97)**
Municipal Incentive: TIF (20 Years)
100 new jobs, 700 jobs retained, $40 million in private investment

Reebok intends to construct a 650,000 square foot facility to serve as the company's new corporate world headquarters. As part of the project, Reebok will contribute to the improvement of the existing infrastructure within the surrounding community. An existing building at the site known as the Chase Mansion will be preserved and put to uses compatible with the project. This project represents the first Certified Project within the newly expanded Quincy Area ETA.

Charlemont (Valley View EOA)
Jon-Car, Inc. d/b/a Valley View Farm (12/96)
Municipal Incentive: TIF (5 Years)
22 new jobs, 2 jobs retained, $1.5 million in private investment

This 500 acre family-owned farm currently includes a beef cattle operation, a sugar house, and a sawmill. The owners plan a two phase expansion to open the operation of the farm to the public by building a restaurant, banquet facilities, and a gift gallery. The applicants also plan to build a guest lodge to make the farm a resort destination. The family hopes to increase and expand the tourism traffic, drawing traffic further west along the Mohawk Trail by offering a truly unique destination. Importantly, over 150 acres of off-farm fields will be preserved to maintain the character of the region. A recent fire at the farm has not deterred the project, but has delayed some of the projected expansion.

Charlton (Technology Park East EOA)
FiberCore, Inc. (12/96)
Municipal Incentive: TIF (20 Years)
200 new jobs, 8 jobs retained, $25 million in private investment

The company manufactures and markets optical fibers and optical fiber preforms for the telecommunications industry. The founders of the company were principals at SpecTran before undertaking this new venture. The company also has a production facility in Jena, Germany. This project in Charlton will consist of a new United States Production, Administration, and Research and Development facility. The large $25 million private investment will be primarily directed toward the purchase of high-tech equipment. The company hopes to exceed their projected job creation number of 200, and may employ up to 300 employees upon completion of the project.

Chelsea (Second Street Food Center EOA)
R.D. Food Services, L.P. (Restaurant Depot) (12/96)
Municipal Incentive: TIF (10 Years)
70 new jobs, $4 million in private investment

Chelsea's first Certified Project, Restaurant Depot is in the business of wholesale distribution of food and food-related products to restaurant owners and operators. Chelsea will be the company's first Boston area site. The company will lease a new 52,500 square foot building, with $3 million dedicated to construction and renovation costs, and approximately $1 million in new equipment purchases. Due to existing substandard soil conditions, the building has incurred a high construction premium which has been reflected in the rent to be paid by the company. The economic benefits resulting from project certification will help to offset these costs.

Chicopee (North Westover EOA)

Dunsirn Industries, Inc. **(5/97)**
Municipal Incentive: TIF (10 Years)
70 new jobs, 70 jobs retained, $3.1 million in private investment

Headquartered in Neenah, WI, and with a strong presence in Greensboro, NC, the EDIP has been a key component in keeping this company in Massachusetts. Chicopee's first Certified Project has rapidly become an industry leader in the conversion of film, paper, and web materials. The project consists of the leasing of an additional 60,000 square feet, thus allowing the company to double its existing workforce with employees from the Holyoke Regional ETA. Dunsirn prides itself on the Rapid-Roll program which is designed for leaders in the tag and label industry – allowing them to get quality paper and film stocks cut to custom widths, and shipped the day that the order is placed.

Leonische of America, Inc. **(6/97)**
Municipal Incentive: TIF (5 Years)
30 new jobs, 63 jobs retained, $5.5 million in private investment

This Massachusetts corporation is the first U.S. wholly-owned subsidiary of its German parent, Leonische Drahtwerke AG, of Nuremburg, Germany. LOA sells tinned copper multi-strand bunched wire to customers in the electrical, computer and communications industries. This project will add a 55,000 square foot addition to the existing manufacturing space. Upon successful completion of Phase I of this project, up to 60 additional jobs could be created in the next five to eight years. New positions will primarily be for skilled supervisors, technicians and machine operators. This project will bring LOA into a new, less competitive market where it will develop and install the capability to plate, draw and strand nickel and silver copper and copper alloy wire for high temperature, high performance cable markets. LOA has already made a significant investment of over $30 million in Chicopee.

Mercer Paper Tube Corporation **(6/97)**
Municipal Incentive: TIF (5 Years)
15 new jobs, 34 jobs retained, $3.6 million in private investment

The company manufactures paper tubes which are primarily used in the construction industry. Due to sizeable growth opportunities, Mercer will expand its current manufacturing space and locate all of its operations on a single floor in a modern manufacturing building of 99,500 square feet. Mercer is a subsidiary of Yorktowne Paper Mills in Pennsylvania, which owns and operates two other facilities in the northeast. The company had considered the possibility of moving its operations to New Hampshire, but the EDIP incentives, and the company's desire to retain its current workforce were the main reasons for the decision to expand in Chicopee. The company has purchased 12.3 acres in the Airpark North Industrial Park, and will hire at least fifteen new employees in the first three years of the project.

Colrain (Griswoldville EOA)

Veratec, a division of International Paper (3/97)
Municipal Incentive: TIF (5 Years)
4 new jobs, 70 jobs retained, $4 million in private investment

The company operates a cotton bleachery in the Greater Franklin County ETA. Veratec produces supplies for the medical industry and is recognized as the largest cotton bleachery in the Northeast. The Colrain facility has been in operation for over 125 years. Until recently, Veratec had shared boiler, water filtration, wastewater treatment and fire protection systems with an adjacent companion operation that shut down operations in Massachusetts. The closing of the adjacent facility has prompted Veratec to reassess its costs of operation, and to consider other options, including a relocation to South Carolina. The incentives offered through the EDIP have allowed the company to remain in Colrain where they are one of the town's largest employers.

Deerfield (ProPel Plastech EOA)

ProPel Plastech, Inc. (5/97)
Municipal Incentive: TIF (10 Years)
6 new jobs, 15 jobs retained, $1.45 million in private investment

Located in the Deerfield Industrial Park since 1984, this family-owned company specializes in urethane reprocessing , reclaim extrusion grinding, shredding, densifying, core cutting and slitting while helping clients with their recycling needs. The project consists of the addition of 21,000 square feet of manufacturing and warehouse space. If current growth patterns continue, the company will likely undertake a second phase of expansion. As a plastics recycler, cuts the cost of doing business for many of its neighbors by recycling some of their waste product.

Devens

Performance Corrugated, Inc. (11/96)
50 new jobs, $14.9 million in private investment

PCI is a start-up subsidiary of an Indianapolis company which converts rolled stock purchased from paper mills into cut, made-to-order corrugated sheets for sale to independent boxmakers. PCI is the first project seeking Certified Project designation at Devens. The site will consist of 15 acres of land on which a 138,300 square foot manufacturing facility will be built. Company sources cited the EDIP as a key component in their decision to locate in Massachusetts.

Fairhaven (AT&T EOA)

AT&T Corporation **(5/97)**
Municipal Incentive: TIF (5 Years)
1,000 new jobs, $27 million in private investment

The creation of this customer sales and service center will allow AT&T to expand from long distance telephone service into local service, internet access, wireless telephone service and satellite television. The most important criteria listed in the company's application in AT&T's decision to locate in Fairhaven was the ability to access state, local, and utility tax incentives. The company will reuse a building which was used as a data center until 1991. The project is expected to have a large multiplier effect on the surrounding economy. The project site is directly across the street from the Titleist and Foot-Joy Worldwide Certified Project which was approved in Fiscal Year 1996.

Fall River

Airtec Products, Corp. **(5/97)**
Municipal Incentive: TIF (10 Years)
14 new jobs, 6 jobs retained, $300,000 in private investment

The company manufactures and assembles a patented plastic ceiling diffuser for heating and air conditioning systems. Rapid sales and the addition of two new product lines introduced in 1997 have brought about the need for an expansion out of their leased space in Fall River. Rising sales and the incentives offered through the EDIP will allow the company to renovate a building that has been vacant since 1989, and own their own manufacturing facility in Fall River.

F. Nasiff Jr. & Co., Inc. **(6/97)**
Municipal Incentive: TIF (5 Years)
5 new jobs, 30 jobs retained, $300,000 in private investment

This company is a leading supplier of wholesale fruit and produce to the food service industry. A family-run business in Fall River for over seventy years, the project involves an expansion of the company's office, warehouse, and walk-in cooler space. A new 4,800 square foot building has been constructed with two additional loading docks and an expanded driveway will help manage the increased volume of sales. The company is listed in the "Blue Book," a produce credit rating listing, and is an approved vendor for several restaurant chains.

IQF Custom Packing, Inc. **(6/97)**
Municipal Incentive: TIF (5 Years)
40 new jobs, 22 jobs retained, $1.3 million in private investment

The company is a seafood freezing operation designed to service a complicated market for the continental United States. The company specializes in individually quick frozen product and packing. The company expects to increase sales by 200% within the first year of moving into a new 24,000 square foot state of the art food plant and packaging operation in Fall River. The company had outgrown their former facility, forcing them to

turn several customers away until they modernized. The EDIP will help defray some of the costs associated with the new building.

Falmouth (Technology Park EOA)
Woodshole Landholdings, LLC (5/97)
Municipal Incentive: TIF (10 Years)
9 new jobs, 29 jobs retained, $1.3 million in private investment

The company will purchase two parcels of land in Falmouth's Technology Park to establish a business incubator for technology based companies, and would provide administrative and sales functions for related small businesses and start-ups. The Woods Hole Group, which includes oceanographic and scientific instrumentation companies, would function as the anchor tenant, with additional space reserved for other technology-based companies. The project will consist of an eleven acre campus setting to be developed in four phases. Total buildout should reach approximately 75,000 square feet. Tax benefits received through the EDIP will be passed through to tenants of the facility to make relocation to the park an attractive proposition. This is Falmouth's first Certified Project.

Framingham
Natural MicroSystems Corp. (Crossing Blvd. EOA) (7/96)
Municipal Incentive: TIF (15 Years)
403 new jobs, 102 jobs retained, $7.6 million in private investment

The company is a telecommunications technology firm which has experienced annual growth of 50% and a doubling of employment since 1983. The company's plans call for construction of a 100,000 square foot office building at the 9/90 Crossing on the site of a former town landfill. As part of the TIF Agreement with the Town of Framingham, the company agreed to assume financial responsibility for the clean up of the site and the capping of the landfill. A prime example of how the EDIP can be used to benefit the business, the state, and the municipality.

Staples, Inc. (Crescent Rd. EOA) (5/97)
Municipal Incentive: TIF (10 Years)
2215 new jobs, 1390 jobs retained, $75 million in private investment

In the past ten years, Staples, Inc. has grown from one store in Brighton, to one of the fastest growing specialty retailers in North America. The company has acquired 82 acres at the 9/90 Crossing to construct a 900,000 square foot corporate headquarters. The presence of this facility is expected to generate increased business for local suppliers and service providers. This project will also result in the permanent closure of the Town-owned landfill, requiring an expenditure of well over $3 million. In the company's application, it was pointed out that they had received great cooperation at both the state and local level, especially with regard to a streamlining of the permit process.

Gloucester

Gorton's a.k.a. CONOPCO, Inc. (Gorton's EOA) (12/96)
Municipal Incentive: TIF (14 Years)
62 new jobs, 70 jobs retained, $1.3 million in private investment

The frozen food processing giant is constructing a new facility on Main Street to replace its outdated lab facility and to expand its production line capabilities. This facility will also house a frozen food innovation center which is expected to move Gorton" dynamically forward in the area of research and development. Gorton" has specifically stated in their application that the cooperation that they received from both state and local officials has been a key consideration in their decision to move forward with this project in Massachusetts.

Elliott Shipping Co. (Elliott EOA) (12/96)
Municipal Incentive: TIF (14 Years)
3 new jobs, $600,000 in private investment

This project represents a new facility for Elliott Shipping whose Main Street office is currently not located within the EOA. The Rowe Square waterfront property has been purchased, and extensive site improvements will be made to provide enhanced berthing and cargo facilities for larger cargo/passenger vessels. Once developed, several foreign ship holding companies have expressed interest in using the facility, which should lead to an increase in the port's activity and employment level. This is an important industry-specific project for the City of Gloucester.

Kathleen-Julie Fisheries (K-J EOA) (8/96)
Municipal Incentive: TIF (7 Years)
9 new jobs, $2.95 million in private investment

The company is a Maine fishing operation that targets ground fish and scallops. They are new to both Gloucester and the Commonwealth, having decided to relocate here to take advantage of the increased herring biomass off of the New England shore. In addition to a new fishing component, K-J will operate a processing plant at an abandoned building on the Gloucester waterfront. In addition to the nine new full-time jobs, the company expects to hire numerous seasonal employees over the next five years.

The Essex Collection (Cape Ann Industrial Park) (12/96)
Municipal Incentive: TIF (5 Years)
2 new jobs, 16 jobs retained, $470,000 in private investment

The company creates, designs, and oversees the manufacture and distribution of tabletop and decorative accessories made of pottery, as well as a paper decoupage line of trays, boxes, and frames. The company will move into a new 16,000 square foot distribution center comprised of warehouse, office, and manufacturing space. Over the last four years the company has grown at an average of 50% per year, and intends to continue this strong growth trend in Gloucester.

Greenfield

Andy's of Greenfield, Inc.(Downtown Corridor EOA) (10/96)
Municipal Incentive: TIF (5 Years)
2 new jobs, 3 jobs retained, $90,000 in private investment

The project involves investment in, and renovations to, buildings located on five properties in close proximity to each other on Deerfield Street in Greenfield. The company has converted a vacant and deteriorated facility into an exclusive retail oak furniture business that will compliment Andy's Showroom, a retailer of wooden furniture and gifts since 1981. Two other underutilized buildings will be converted to office and warehouse space. The workshop across the street will also undergo renovations to the exterior and will expand its production capabilities with the purchase of new equipment. It is hoped that these renovations, and demolition of other blighted structures will improve the appearance of the area and thus attract more customers.

Lunt Silversmiths (Lunt Complex EOA) (7/96)
Municipal Incentive: TIF (10 Years)
40 new jobs, 116 jobs retained, $5.5 million in private investment

Lunt Silversmiths, in operation for almost 100 years at their Greenfield site, can claim a direct heritage of fine silversmithing for over 250 years. Lunt has captured a large share of the market for Sterling flatware and hollowware. Lunt's plans include the construction of a 13,000 square foot addition for retail and restaurant space. Visitors to the complex are able to view the work performed by Lunt craftsmen at this new tourist attraction. As part of their overall expansion plans, the company will acquire the adjacent PhilMar Building for uses consistent with the project, and will reconfigure and renovate existing manufacturing and office space.

Main Street Millwork, Inc. (I-91 Ind. Park EOA) (6/97)
Municipal Incentive: TIF (5 Years)
5 new jobs, 8 jobs retained, $537,000 in private investment

This Greenfield company has been in business for over ten years manufacturing wood mouldings for a broad customer base which includes representatives from the furniture, fixture, gift and home building industries. The company's reputation has been gained largely through its signature product – picture framing. The company's planned investments include a new dust collection system, a lumber storage facility, a moulder, a gang saw, and an expansion of their current building to accommodate an on-site retail business.

Haverhill (Downtown EOA)

Mason & Hamlin Piano Manufacturing Facility **(8/96)**
Municipal Incentive: Special Tax Assessment
87 new jobs, 13 jobs retained, $395,000 in private investment

In 1986, the Falcone Piano Factory operated at this location, combining with the Mason & Hamlin Company to manufacture pianos. The applicant, Burgett Brothers, Inc. has reorganized the former Mason & Hamlin group which had recently filed for bankruptcy. The new owners have made a commitment to continue the manufacturing operation in Haverhill, and to further the hand-crafted trade established by the M&H name in 1854. The new owner will also introduce an expanded business development plan with new product lines, including automated piano disk systems and computerized player pianos.

Hopedale (Draper Annex)

T.N.G. Draper Place, LLC **(5/97)**
Municipal Incentive: TIF (5 Years)
48 new jobs, $5.3 million in private investment

Draper Place, an assisted living facility, will be constructed within the former administrative office buildings of the former Draper Mill complex, and will consist of 68 residential housing units for the elderly. It is hoped that this project will serve as the impetus to the redevelopment of the 1.7 million square foot mill that is located across the street from the project. It is expected that approximately 80% of the workforce will come from the Blackstone Valley or Milford ETA. This represents Hopedale's first Certified Project.

Lawrence

B.G. Peck Co., Inc. (South Lawrence EOA) **(3/97)**
Municipal Incentive: Special Tax Assessment
21 new jobs, 67 jobs retained, $1.53 million in private investment

This company has been doing business in Lawrence for over 50 years, and is one of the first companies to move into the South Lawrence Industrial Park. The company specializes in custom parts, metal stamping and tool-making for an array of industries. Fabricated parts include gaskets, diaphragms, washers, seals and valve discs. A recent acquisition of another company has introduced synergies in new markets with significant growth potential. The company plans to build a 26,000 square foot addition for office space and light manufacturing to accommodate this rapid growth trend.

Corporate Express of the East (South Lawrence EOA) **(10/96)**
Municipal Incentive: Special Tax Assessment
57 new jobs, 185 jobs retained, $11.5 million in private investment

Founded in Colorado, and operating in over 500 locations worldwide, Corporate Express is the world's leading supplier of office products to corporations via catalog. The project is a 116,000 square foot distribution facility to service New England located in the South

Lawrence Industrial Park.. Currently, Corporate Express employs over 14,000 people worldwide and is a NASDAQ publicly traded company.

Malden Mills Industries, Inc. **(6/97)**
Municipal Incentive: TIF (17 Years)
785 new jobs, 1716 jobs retained, $265 million in private investment

On December 11, 1995, three mill buildings were destroyed by fire. Manufacturing facilities employing over 1800 people were destroyed, and the jobs of over 600 others were put at risk. Creation of permanent jobs lost by the fire, and the return of certain operations which have recently been outsourced requires the construction of a new manufacturing complex. This project straddles the Lawrence-Methuen border, and thus required the granting of a TIF Agreement from each municipality for certification of the entire project. The reconstruction of the mill is being undertaken as a single, phased construction project that will result in an integrated textile manufacturing facility. The Lawrence project consists of the acquisition of land and buildings, building construction, renovation, equipment acquisition , and all related work required for the initial operation of interim and permanent facilities of the new mill. The EDIP will help to defray some of the costs associated with this massive rebuilding effort.

Telcom U.S.A., Inc. **(7/96)**
Municipal Incentive: Special Tax Assessment
100 new jobs, $4.1 million in private investment

The company began as an Italian corporation organized in 1974 as a commercial entity trading home appliances. Telcom has now become the world's largest manufacturer of polyethelene plastic flower pots manufactured to resemble the traditional terracotta pot. Telcom currently exports to 19 countries, but its first phase of global expansion outside of Italy will occur in Lawrence, with the help of a local partner, a marketing and sales company, that is presently the exclusive agent and importer for Telcom's garden products.

Leominster (Jytek Industrial Park EOA)

United Plastics (United Comb & Novelty Corp.) **(5/97)**
Municipal Incentive: TIF (Conditionally structured)
20 new jobs, 120 jobs retained, $3.7 million in private investment

Traditionally an injection molder of a proprietary line of plastic housewares, new business opportunities will require a 100,000 square foot expansion of United's 69,000 square foot plant for additional warehouse and manufacturing space. The company's major customers include large discount retail chains such as K-Mart and Wal*Mart. The company plans to hire local residents by collaborating with the Leominster Center for Technical Training and the Montachusett Vocational Technical School to place students and graduates from their shops and training programs into their workforce.

Lynn (Downtown EOA) **(6/97)**

Eco Software, Inc.
Municipal Incentive: TIF (10 Years)
72 new jobs, 38 jobs retained, $1.85 million in private investment

Located in Lynn since 1991, the company provides high-quality internet services under the name ShoreNet. The company has outgrown its current leased space, and, as part of their project, will acquire and refurbish a dilapidated building allowing for additional space and additional growth. Today the company provides internet service for nearly 10,000 customers, from local dial-up service to web page hosting. A leading internet consumer service publication has ranked the company in the top five internet service providers in the nation.

Marlboro (South-West Quadrate EOA)

3 Com Corporation **(3/97)**
Municipal Incentive: TIF (20 Years)
696 new jobs, 970 jobs retained, $75 million in private investment

Founded in 1979, 3 Com is a giant in the data networking industry with more than 124 offices in 42 countries. The company manufactures networking hardware that connects computers across local and wide area networks, (LANs and WANs), and is seeking to create a global data network. The company is expanding its presence in Marlboro by constructing a 1.2 million square foot manufacturing, office, and research and development facility.

Shipley Company, LLC **(6/97)**
Municipal Incentive: TIF (10 Years)
40 new jobs, 600 jobs retained, $17.8 million in private investment

The company is engaged in the manufacture and sale of photoresists and other specialty chemical products used in the manufacture of microelectronic devices, computer chips, and circuit boards. Shipley's high-tech products represent a key enabling technology for leading U.S. manufacturers such as Intel, Motorola, IBM, and Digital. In addition to the Marlborough facility, Shipley has plants in England and Japan, and sales offices throughout the United States, Europe and the Far East. The three major components of the proposed project include the expansion of a research and development wing, construction of a flammable storage warehouse, and the renovation of one of three clean rooms on site.

Methuen (Arlington District)

Malden Mills Industries, Inc. **(6/97)**
Municipal Incentive: TIF (17 Years)
785 new jobs, 1716 jobs retained, $265 million in private investment

On December 11, 1995, three mill buildings were destroyed by fire. Manufacturing facilities employing over 1800 people were destroyed, and the jobs of over 600 others

were put at risk. Creation of permanent jobs lost by the fire, and the return of certain operations which have recently been outsourced requires the construction of a new manufacturing complex. This project straddles the Lawrence-Methuen border, and thus required the granting of a TIF Agreement from each municipality for certification of the entire project. The reconstruction of the mill is being undertaken as a single, phased construction project that will result in an integrated textile manufacturing facility. The Methuen project consists of the construction and equipping of the new Apparel Manufacturing Facility, the renovation of the Apparel Wet Finish Building and related site work and landscaping. The EDIP will help to defray some of the costs associated with this massive rebuilding effort.

Milford (Bear Hill Industrial EOA) **(11/96)**
Taylor Corporation d/b/a Chase
Municipal Incentive: TIF (7 Years)
150 new jobs, 113 jobs retained, $2.5 million in private investment

Chase specializes in the production of commercial stationery for a nationwide customer base. The project consists of the construction of a 53,300 square foot facility on a 10.4 acre parcel in Milford's Bear Hill Industrial Area. The 113 jobs retained represent the Chase workforce at their former Westboro location at which their lease has expired. Chase is also consolidating with a Providence company known as Coronet Thermographers, another former Taylor operation.

Montague (Airport Industrial Park)
Baker School Specialty Co., Inc. **(11/96)**
Municipal Incentive: TIF (15 Years)
50 new jobs, 169 jobs retained, $7.4 million in private investment

A Massachusetts manufacturer of school and office supplies since 1906, the company was poised to expand into a newly constructed 141,000 square foot facility in the Airport Industrial Park in Montague. (The company has recently been acquired by an out-of-state entity that plans to move the business out of state. The project has since been decertified, with a new occupant having been secured for the building. The story will be detailed in the FY 1998 Annual Report)

Ewing Power Systems, Inc. **(11/96)**
Municipal Incentive: TIF (15 Years)
12 new jobs, 13 jobs retained, $10.16 million in private investment

A subsidiary of Trigen Energy Corp, Ewing is the leading systems integrator of steam turbine driven electrical generating systems in the 100-5,000kW range. As systems integrators, EPS custom designs systems to meet the needs of each individual customer. The relocation to the Montague Airport Industrial Park will allow the company to double its physical space from 10,000 to 20,000 square feet. And its employment base from 12 to 25 within the first two years after the move.

New Bedford

Acushnet Rubber Company, Inc.(Belleville Corridor EOA) (11/96)
Municipal Incentive: TIF (20 Years)
50 new jobs, 715 jobs retained, $1.5 million in private investment

The company custom molds elastomers, including liquid cast polyurethane products. Products include power brake diaphragms, windshield wiper blades, and golf club grips. Sales are made to many major global companies within the automotive safety and office machinery industries. Incentives available through the EDIP will allow the company to compete for assembly work primarily done in Mexico and Miami at significantly lower rates. Expansion plans include the addition of manufacturing and warehouse space.

Clean Rentals, Inc. (Church Street EOA) (11/96)
Municipal Incentive: TIF (20 Years)
20 new jobs, 22 jobs retained, $3.45 million in private investment

Weighing a possible relocation decision to Worcester, this commercial laundry and uniform operation has decided to remain in New Bedford and renovate an abandoned Grossman's warehouse to create a state of the art facility, serviced by an independent wastewater treatment plant on the premises. Interestingly, due to site constraints and environmental limitations, the company's former New Bedford location was scheduled to close as a result of the city's own treatment plant becoming operational. The move will also lessen a heavy traffic burden at the former location which is situated in close proximity to an elementary school.

Friendly Fruit, Inc. (Church Street EOA) (12/96)
Municipal Incentive: TIF (7 Years)
5 new jobs, $750,000 in private investment

The company is a wholesale distributor of fresh produce and an importer/distributor of gourmet foods from Europe. Throughout its existence, the company has demonstrated a consistent pattern of growth. Rapid growth has exhausted the company's storage capacity, forcing them to add 5,200 square feet of cooler space. As part of their project, the company will also expand their bagging operations, and open a complete floral and ripening operation at their existing location.

Nameplates for Industry, Inc. (Industrial Park EOA) (3/97)
Municipal Incentive: TIF (8 Years)
9 new jobs, 42 jobs retained, $171,000 in private investment

Established in 1975 as a sales office for an English manufacturer, the company's manufactured products now include permanent labels, decals, nameplates, serial number tags for identifying products and services. Newer manufacturing operations now include computerized graphic design, image setting and screen printing. The project consists of a 2,000 square foot addition to house machinery for a new product line. Tax incentives

Northborough (112 West Main Street EOA)

Grangers Nursing Home (West Twenty, Inc.) (5/97)
Municipal Incentive: TIF (6 Years)
10 new jobs, 40 jobs retained, $4.63 million in private investment

The nursing home is currently located in an inefficient, run-down building. The project proposes to tear down the existing facility and construct a modern 35,000 square foot facility that will be licensed to care for 65 residents. The town expects that the new facility will not only improve the downtown landscape, but will also cause the installation of municipal sewerage on portions of Route 20 allowing for local residents with failing septic systems to tie into the town sewerage line. The applicant has committed to set up job fairs to promote employment opportunities from within the town and the ETA.

Northfield (Pioneer Business Center EOA)

Systems, Software, Support, Inc. (3/97)
Municipal Incentive: TIF (10 Years)
21 new jobs, 11 jobs retained, $2.1 million in private investment

Northfield's first Certified Project consists of the acquisition and renovation of a vacant building on Northfield's Main Street, resulting in the addition of 2,880 square feet of commercial space. The company specializes in LAN and WAN installations, with customers in Massachusetts, Vermont, New Hampshire, California, Wisconsin and Kansas. The company also offers consulting services, network design services, and other support and maintenance services. This expansion project will allow the 16-year old business to triple its employment level. Currently over 80% of the company's employees reside in the Greater Franklin County ETA.

Orange (Save Orange EOA)

F.L. Castine, Inc. (12/96)
Municipal Incentive: TIF (5 Years)
5 new jobs, 25 jobs retained, $840,000 in private investment

Founded in 1923, the company is a household goods moving and storage business with locations in Athol, Orange, Northampton and Pittsfield. Much of the company's business is derived from corporate clients seeking to relocate families experiencing employment transition. The Orange facility is used primarily for warehousing and vehicle maintenance. Although they have expanded as recently as 1993, high customer volume, and an agency affiliation with North American Van Lines has caused F.L. Castine to outgrow its existing Orange facility. With this project the company will double its existing space by adding 12,000 square feet of warehouse space, and several new pieces of equipment.

will not only aid the aforementioned expansion, but also a second 5,000 square foot addition to house a new printing operation.

Sea Watch International, Ltd. (South Terminal EOA) **(12/96)**
Municipal Incentive: TIF (20 Years)
100 new jobs, $6.2 million in private investment

With its origins in Delaware, this mid-sized seafood company has become an integrated clam processing operation with an efficient shucking, canning and frying operation. The addition of a shucking operation on the docks of New Bedford ensures the freshest shellstock available. The company has made a commitment to remain in Massachusetts by signing a 99 year lease with the City of New Bedford, and is expected to bring at least 100 new full-time jobs to residents of the ETA.

Trio Algarvio, Inc. (South Terminal EOA) **(12/96)**
Municipal Incentive: TIF (5 Years)
5 new jobs, 3 jobs retained, $1.5 million in private investment

An important project for the New Bedford waterfront, this seafood processing firm plans to use the EDIP to enable it to rehabilitate its existing dock to allow them to continue to unload fishing vessels, and to prevent future deterioration of the foundation of the existing building. The company is also planning an aquaculture venture which will require a 12,000 square foot addition and equipment to accommodate the growth of the fish. The company intends to hire displaced workers from the seafood industry to staff the first aquaculture venture for the New Bedford waterfront.

North Adams (Delftree EOA)
Delftree Corporation **(12/96)**
Municipal Incentive: TIF (5 Years)
11 new jobs, 19 jobs retained, $746,000 in private investment

The company cultivates and distributes shiitake mushrooms. After extensive negotiations, the company was able to purchase its leased space from its landlord and has undertaken a major renovation effort to allow the building to better serve the needs of the business. The proposed expansion will allow the company to increase its production capability from 300,000 to 450,000 pounds annually. As the first project from North Adams, the project is important to the city because the facility is located just outside of the downtown core, and serves as a gateway for individuals entering the city via Route 2. Improvements to date at the site, have allowed the company to contract with Specialty Minerals, Inc., one of the largest area employers, for full-service warehousing and inventory tracking.

Heritage Museum Realty Trust **(11/96)**
Municipal Incentive: TIF (5 Years)
5 new jobs, 150 jobs retained, $1.7 million in private investment

In December of 1995 the company acquired the Museum Place Mall, a troubled retail and office property located in the heart of downtown Salem. While the city agreed to undertake significant infrastructure improvements, the Trust began the complete renovation of the interior and exterior of the mall. Bruegger's, the first new tenant in the mall has leased prime retail space therein, creating 9 new permanent full-time jobs. The Trust has added 5 full-time staff for management and maintenance of the mall. The incentives offered through the EDIP will allow the Trust to direct resources toward tenant improvements, and offer competitive lease rates.

Somerville

All Rise Bakery d/b/a Carberry's (Carberry's EOA) **(12/96)**
Municipal Incentive: TIF (6 Years)
31 new jobs, 2 jobs retained, $695,000 in private investment

This project represents the creation of a second location for the popular Carberry's Bakery. Founded in 1993 in Cambridge, the bakery has experienced such tremendous growth in its three year existence that its owner has decided to open a second location in the Davis Square area of Somerville at the site of the original Steve's Ice Cream. This space has been vacant for two years, has experienced significant neglect, and was in a state of disrepair prior to Carberry's renovations. The presence of the bakery is expected to revitalize the Davis Square area.

F.E.I. Theaters (Theatre EOA) **(12/96)**
Municipal Incentive: TIF (7 Years)
2 new jobs, 19 jobs retained, $3 million in private investment

The Somerville Theatre is a historic building located in the Davis Square commercial district, and has been in operation since 1914. Typically, the theatre features sixty live performances annually. In between bookings, the theatre shows second-run motion pictures at reduced prices. Despite the variety of entertainment, the theatre was having difficulty remaining financially viable given its limited facilities. This project involved the renovation of the facility, including a new stage, a new ceiling, and the addition of four smaller theaters in what once was the basement. The owners are optimistic about their prospects of success in this new venture. Certified Project designation was sought to help offset the costs associated with the extensive operation.

Someday Café (Cofco Enterprises, Inc.) **(12/96)**
Municipal Incentive: TIF (7 Years)
3 new jobs, 14 jobs retained, $110,000 in private investment

This applicant is a tenant located in the Somerville Theatre building. The Someday Café occupies 1,672 square feet of space on the ground floor of the building, and offers coffee,

Rodney Hunt Company **(12/96)**
Municipal Incentive: TIF (7 Years)
6 new jobs, 202 jobs retained, $7.3 million in private investment

Through investments in new machinery and an extensive renovation of its existing space, this manufacturer of flow-control equipment, such as gates and valves, intends to jump-start its existing level of business and employment. Rodney Hunt Company has been located along the Millers River in Orange for over 155 years. The entire facility now covers 250,000 square feet. The initial investment is intended to allow the company to enter the large circular butterfly and cone valve market by custom marketing these products for a new customer base. The job retention piece of this project is very important to all parties involved.

Pittsfield (Downtown EOA)

Greylock Federal Credit Union **(7/96)**
Municipal Incentive: Special Tax Assessment
36 new jobs, 37 jobs retained, $3 million in private investment

The Greylock Federal Credit Union, originally chartered as the local G.E. Employees' Credit Union, received approval from the state's Division of Banks in 1994 to enlarge its membership to include the entire county. Logically, membership increased dramatically from 1993 to the present, spurring the need to expand beyond the existing five branch facilities. The project consists of the construction of a new office building to serve as headquarters for the operation on an unimproved site in the city's Jubilee Urban Renewal Project area. It is expected that this development will encourage other downtown merchants to expand and make improvements to their properties.

Salem

G&M Rossi Company, Inc. **(7/96)**
Municipal Incentive: TIF (5 Years)
9 new jobs, 8 jobs retained, $187,000 in private investment

The company does business as two separate entities, and is committed to expanding their growing businesses in Salem. O'Rourke Brothers Memorials, a retailer of stone memorials, has been in business at this location since 1890. G&M Rossi purchased O'Rourke in 1981. In 1992, G&M Rossi founded Absolute Environmental Company, a company specializing in commercial and residential sandblasting, building restoration and environmental cleaning, and co-located the two businesses. Both ventures have been extremely successful, resulting in the need to expand the existing facility to accommodate current needs and future growth. In conjunction with the Certified project designation, Salem is assisting the company with a low-interest loan to be used in façade and property improvements as the business is located at one of the city's busiest gateways.

sought to offer them space in the Southwick Industrial Park. Their addition would allow the companies to function as an anchor tenant for the park, and they would immediately be among the town's largest employers.

Since the town was not part of a designated Economic Target Area, they were unable to confer Certified Project status upon the company. The town did, however, apply to the Director of Economic Development and the EACC for designation of the project as an "exceptional opportunity for economic development," thus allowing the town to offer a Tax Increment Financing deal to the business. "Exceptional opportunity" designation was approved as the Director and the EACC found that the business would be increasing their current workforce by at least 50% over the life of the TIF Agreement.

The TIF Agreement was designed to assist the company's management in covering the debt service for land acquisition, building construction and related expenses. The structure covers 28,000 square feet for manufacturing and administrative office activities.

Springfield

Trident Alloys, Inc. (Wason North Industrial EOA) (7/96)
Municipal Incentive: TIF (8 Years)
26 new jobs, 23 jobs retained, $425,000 in private investment

This foundry operation has manufactured stainless and carbon steel castings in Springfield's North End since 1979. The project involves a two phase expansion over an eight year period, including the construction of an addition, the conversion of existing space from storage to production use, and the purchase of new equipment at an estimated cost of $425,000. The job creation will occur over the first five years of the life of the project.

Valley Plating, Inc. (Enterprise Community EOA) (12/96)
Municipal Incentive: TIF (5 Years)
30 new jobs, 70 jobs retained, $1.3 million in private investment

A steel plating manufacturer located in the Hill-McKnight industrial area of Springfield's federally designated enterprise community, Valley Plating has existed since 1978, and have been in their present location for the past fourteen years. This project involves an expansion which shall consist of the purchase of an adjacent property, and the construction of a 16,200 square foot structure which will combine separate buildings located on different parcels into a single building, thereby increasing productivity and increasing total square footage to 40,000. The expansion will allow for the improvement of its current processes, while providing for the addition of new lines to accommodate the needs of their customers.

tea, and baked goods attracting both theatre patrons and walk-in customers. During the renovation of the theatre, the company moved to a different floor space to accommodate the revised theatre entry. The Café now plans to renovate its space, purchase additional equipment, upgrade existing equipment, and expand its staff.

The next three projects are tenants at the 120 Beacon Street facility, in which the EACC has already certified two projects. The companies will benefit from a five year TIF Agreement which covers the 120 Beacon Street property:

Houghton Mifflin Interactive Corp. **(12/96)**
40 new jobs, 20 jobs retained, $250,000 in private investment

Formerly part of the Houghton Mifflin Company, the applicant has become a wholly owned subsidiary whose purpose is to publish multimedia CD Rom titles focusing on children's education and entertainment. HMIC currently leases 12,400 square feet within the building, and has incurred costs of approximately $250,000 renovating the space and purchasing equipment for use in the operation.

Knapp Food, Inc. d/b/a Knapp Video **(12/96)**
2 new jobs, 5 jobs retained, $140,000 in private investment

Founded in 1971 as a small chain of family-owned grocery stores, Knapp opened its first video store in Newton, and started doing business as Knapp Video. The store has now expanded to include fourteen locations in eastern Massachusetts and Rhode Island. The store has recently opened a new branch at the 120 Beacon Street location, and has invested approximately $100,000 in specialized interior renovation, and an additional $40,000 in furniture and computers related to operation of the video store.

Soundstone Entertainment **(12/96)**
17 new jobs, 9 jobs retained, $25,000 in private investment

Occupying 3,345 square feet of space at 120 Beacon Street, this company provides consumers increased access to music and musicians through emerging interactive technologies. The company manufactures, sells and leases kiosks at which consumers may select certain music through the use of a computer for immediate audio sampling.

Southwick (Exceptional Opportunity for Economic Development)
B & E Tool Company, Inc. ***(7/96)***
Municipal Incentive: TIF (10 Years)
27 new jobs, 54 jobs retained, $1.2 million in private investment

The fifth "exceptional opportunity' designated to date, the company consists of two machine shops (B & E Tool and D & S Manufacturing) under one owner, but doing business separately. The company needed to expand and focused its site search in western Massachusetts and nearby Connecticut locations. Southwick officials were extremely interested in retaining these two businesses in western Massachusetts, and

years. The company plans to invest approximately $75,000 in leasehold improvements, and approximately $120,000 in the purchase of equipment.

Westfield (Summit Lock Industrial EOA)

Advance Manufacturing, Inc. **(3/97)**
Municipal Incentive: TIF (5 Years)
10 new jobs, 176 jobs retained, $2.6 million in private investment

A world leader in the production of mechanical and electro-mechanical precision machined components and assemblies, Advance has been located in Westfield since 1963. The company's customer base includes General Electric, Raytheon, Texas Instruments, and Pratt & Whitney. This latest expansion, the ninth in the company's history consists of a 13,000 square foot addition and the purchase of new manufacturing equipment which will allow for an increase in productivity and the creation of approximately 10 new jobs.

Angy's Food Products **(12/96)**
Municipal Incentive: TIF (5 Years)
8 new jobs, 32 jobs retained, $2.6 million in private investment

Angy's produces fine frozen pasta products. This project consists of the construction of a modern USDA-inspected production facility and test kitchen. The company will construct a 24,100 square foot building in the Summit Lock Industrial Park, and will purchase several pieces of new equipment. The company's products are sold throughout New England, Long Island, New Jersey and Florida.

Old Colony Envelope, Inc. **(12/96)**
Municipal Incentive: TIF (10 Years)
12 new jobs, 400 jobs retained, $6 million in private investment

The company is a leading producer of fine quality correspondence and announcement papers. The company operated in a 95,000 square foot facility. While planning for a 140,000 square foot manufacturing addition, the company was acquired by National Envelope, the largest privately owned producer of envelopes with ten manufacturing facilities to its credit. As the need to modernize became apparent, the company considered a number of expansion options including locating the plant outside of Westfield and the Commonwealth. The company has stated that critical factors in the decision to expand within the city were the existing labor force, and the availability of state and local tax incentives through the EDIP.

Sturbridge (Hall Road EOA #2)

SpecTran Communication Fiber Technologies (11/96)
Municipal Incentive: TIF (10 Years)
150 new jobs, 247 jobs retained, $71.4 million in private investment

SpecTran develops, manufactures, and markets multimode optical fiber, primarily for domestic data communications applications, and is a recognized leader in the field. Their present facility has become too small and inefficient for the current level of business operations. Incentives offered through the program will allow SpecTran to expand their existing facility by approximately 30,000 square feet. The majority of their investment will be dedicated toward the purchase of new, high-tech equipment over the life of the project.

Taunton (Weir Village EOA)

North East Refrigerated Terminals, Inc. (5/97)
Municipal Incentive: TIF (5 Years)
23 new jobs, 7 jobs retained, $4 million in private investment

Taunton's first Certified Project, this project involves the rehabilitation and expansion of a 110,000 square foot abandoned building located on Ingell Street in the Weir Village area of Taunton. The occupant of the building will be North East Refrigerated Terminals, the owner/operator of a commercial cold storage freezer. The site is adjacent to the Cohen Junkyard Superfund site, with the developer planning to remediate the site and use it for additional parking and driveway space. Upgrade of the nearby rail system is also a key component of the project.

Wareham (Industrial Park EOA)

Fiberspar, Inc. (6/97)
Municipal Incentive: TIF (5 Years)
25 new jobs, 75 jobs retained, $600,000 in private investment

The company identifies, develops and manufactures tubular products utilizing advanced composite materials, including carbon fiber windsurfing masts and booms that are distributed worldwide. The company has also entered the sail batten market, targeting the advanced racing yacht segment. Revenues have increased from $114,000 in 1988 to $7.8 million in 1995. In 1992 Fiberspar was rated as the 40th fastest growing company in the United States by *Inc. Magazine*. The company plans, as part of this project, to enter the sporting goods market as well as the oil and gas industries.

Navionics, Inc. (12/96)
Municipal Incentive: TIF (5 Years)
30 new jobs, 15 jobs retained, $195,000 in private investment

The applicant is a software manufacturing company for the marine electronics industry and specializes in computer navigation maps. The company has recently relocated from Falmouth, adding 10 employees, with plans to add twenty more within the next two

Worcester

Bloch/New England **(8/96)**
Municipal Incentive: TIF (9 Years)
45 new jobs, 114 jobs retained, $2.1 million in private investment

Bloch, a 110-year old consumer goods and manufacturing company, and its predecessor, the former New England Knitting Mills, have been located in Worcester for over 60 years. Formerly in 3 separate facilities in the Worcester area, the company plans to consolidate the operations at one site on Northboro Street. The company will purchase and renovate a two-building complex, clean up some contaminated portions of the site, and pay back taxes prior to occupying the facility. The TIF Agreement is tied to certain performance standards, that if not met, may trigger cancellation of the final four years of the TIF deal.

First Massachusetts Bank (Burnside Building) **(12/96)**
Municipal Incentive: TIF (5 Years)
27 new jobs, $2.84 million in private investment

The bank and the developer will renovate the first and second floors of this six floor structure in Worcester's downtown. Renovations will also be made to the façade and north wall of the building. First Massachusetts Bank plans to open a new branch bank operation and will use the space as its headquarters. This project will result in the occupation of a previously vacant space in the downtown area, and will aid in the restoration of a historic building. The bank will benefit through favorable lease terms, and will realize savings from a reduction in their share of the property's tax bill.

Folio Exhibits (Airport Industrial Park) **(10/96)**
Municipal Incentive: TIF (9 Years)
15 new jobs, 49 jobs retained, $2.75 million in private investment

The company specializes in the design and manufacture of trade-show exhibits. The company has targeted the former TurfProducts property since there is adequate space for two proposed additions. The first phase of the project consists of the purchase of the building, and the addition of 20,000 square feet of manufacturing space, while the existing space is renovated and retrofitted. Phase II will occur in five years and will consist of a 40,000 square foot addition. Folio Exhibits is the winner of the 1996 New Englander Award for Innovation.

Leon Supply Company **(6/97)**
Municipal Incentive: TIF (5 Years)
4 new jobs, 21 jobs retained, $560,000 in private investment

The company is a supplier of food and disposable food-related products to the food service industry and has been in business since 1946. The company plans to expand its existing operations by adding 8,900 square feet of space to its existing 18,000 square foot

building. The company will purchase a new freezer and cooler system, upgrade the existing electrical system, and purchase a racking system and additional equipment.

McNamara Fabricating, Inc. **(5/97)**
Municipal Incentive: TIF (5 Years)
6 new jobs, 8 jobs retained, $472,500 in private investment

This manufacturer of steel fabrication for industrial builders seeks designation in support of their efforts to renovate a newly acquired building on Southbridge Street. McNamara will relocate from their leased premises where they have been located for the past 9 years. The company plans to upgrade the building's electrical system, replace part of its roof, remove old hydraulic lifts, and renovate some office space. New hires for the company are expected to include welders, sheet metal mechanics, clean-up personnel and an administrative assistant. The total space of the new location will be approximately 14,600 square feet, with McNamara occupying 75% and a tenant to occupy the remaining 25% of the total footage.

Medical City/St. Vincent's Hospital **(12/96)**
Municipal Incentive: TIF (18 Years)
55 new jobs, 1223 jobs retained, $215 million in private investment

The project involves the construction of a 299-bed acute care facility, clinical facilities and medical office space, retail space, and an off-street parking structure. Indirect job creation numbers are projected as high as 4,000, with a $1.9 billion positive effect on the local economy. The TIF Agreement has guaranteed that approximately 1,000 construction jobs will be created, creates an incentive for the creation of a senior center, and will increase economic opportunities for the city's minority population. This project stands as the focal point of Worcester's downtown revitalization.

Polar Corporation **(6/97)**
Municipal Incentive: TIF (10 Years)
65 new jobs, 375 jobs retained, $11 million in private investment

The company is the largest privately-owned soft drink bottler in New England. The company has maintained a growth rate that is more than double the industry average, and has always maintained a strong presence in Worcester, including its headquarters, manufacturing facilities and warehouse space. As part of its expansion plans, Polar will acquire and renovate a 100,000 square foot abandoned building, and expand and reconfigure much of its main building. The main building expansion will consist of a 20,950 square foot addition in Phase I and a 47,600 square foot addition in Phase II. Without access to the EDIP incentives, the company was considering expanding outside of Massachusetts, specifically at a New York facility that was recently part of the Adirondack Beverages acquisition.

The PresMet Corporation **(6/97)**
Municipal Incentive: TIF (13 Years)
40 new jobs, 323 jobs retained, $8.5 million in private investment

The company is a world-class manufacturer of powder metal parts, with automotive companies representing its primary customer base. As a reward for its outstanding performance record, the company has been given sole source supplier status on many significant parts to the larger automotive manufacturers. Every Ford Motor Company and Chrysler Corporation vehicle manufactured in the United States has a part made by PresMet in Worcester. Since most of the company's customers and suppliers are located in the Midwest, without the benefits of the EDIP the company would be forced to move to enhance competitiveness and reduce operating expenses. The company would prefer to remain in Worcester, however, since they are convinced that their technical edge on the competition is directly attributable to the quality of their Massachusetts labor force. The two phase expansion will consist of the construction of an 18,000 square foot manufacturing building, and an additional 10,000 square foot building for other uses.

Wirefab, Inc. **(12/96)**
Municipal Incentive: TIF (5 Years)
20 new jobs, 86 jobs retained, $1 million in private investment

The company has manufactured industrial and commercial wire products in Worcester since 1955. The company has shown a resilience to changing markets, and the application of state of the art computer-driven machinery makes Wirefab one of the most technologically sophisticated operations of its kind in the northeast. Wirefab will acquire and improve the former Morgan Linen property at an adjacent site to accommodate their proposed equipment upgrades and operational expansion needs. The company intends to relocate its assembly and shipping operations to the Morgan Linen Building and expand by some 2,000 square feet, including the addition of a loading bay and facade improvements.

The EACC also "decertified" two projects in Fiscal Year 1997:

At the March meeting of the EACC, the Council approved the decertification and revocation of the TIF Agreements for Coca-Cola in Northampton and Techprint in Lawrence at the mutual requests of the companies and the cities.

Fiscal Year 1997 Highlights and Program Evaluation

- 11,082 jobs were created in Fiscal Year 1997 through the EDIP's 92 new Certified Projects and 1 new "exceptional opportunity". This brings the total number of new permanent full-time jobs created through Fiscal Year 1997 to 17,234.

- Over $1.26 billion in private investment was leveraged in Fiscal Year 1997 alone, raising the total amount of private investment encouraged by the EDIP to approximately $2.1 billion through Fiscal Year 1997.

- For each new permanent full-time job promised to date, companies have committed to spend an average of over $113,000 for Fiscal Year 1997, and an average of over $121,000 over the life of the program.

- Assuming for simplicity that all projected expenditures would qualify for the Economic Opportunity Area Credit, the average credit per new permanent full-time job created would be approximately $5,600 for Fiscal Year 1997, and an average of approximately $6,000 over the life of the program.

- In Fiscal Year 1997, the Southeastern region of Massachusetts produced 24 Certified Projects, the Western region produced 22 Certified Projects and one "exceptional opportunity", the Central region produced 19 Certified Projects, the Northeast region produced 16 Certified Projects and the Greater Boston region produced 11 Certified Projects.

- In Fiscal Year 1997, EOAs were designated in 23 of the 34 Economic Target Areas, and Certified Projects were designated in 28 of the 34 Economic Target Areas.

- Cambridge and Waltham remain the only Economic Target Areas that have yet to designate either an EOA or a Certified Project.

- In Fiscal Year 1997, Brockton and Worcester each certified 9 projects, followed by New Bedford and Somerville at 6 each, Gloucester and

Lawrence with 4 each, and Chicopee, Fall River, Greenfield and Westfield with 3 each.

- Since the creation of the EDIP, the Greater Franklin County ETA has designated the most Certified Projects (23), followed by the Worcester ETA (16), the Lowell ETA (15), and the Brockton ETA (12).

- 51 of the 92 projects certified in Fiscal Year 1997 are manufacturers.

- Through Fiscal Year 1997, 57 Certified Projects have already met or exceeded their job projection goals.

ATTACHMENT A

Attached please find the list of 34 Economic Target Areas within Massachusetts. This list is current through October 1997.

ECONOMIC TARGET AREA DESIGNATIONS

The Economic Assistance Coordinating Council has designated thirty-three Economic Target Areas in Massachusetts. The thirty-fourth, Ayer and Fort Devens, was designated by statute. The following communities are either partially or wholly within designated Economic Target Areas:

Attleboro*

Barnstable County
- Barnstable
- Bourne
- Brewster
- Chatham
- Dennis
- Eastham
- Falmouth
- Harwich
- Mashpee
- Orleans
- Provincetown
- Sandwich
- Truro
- Wellfleet
- Yarmouth

Beverly & Salem

Billerica & Burlington*

Blackstone Valley
- Blackstone
- Douglas
- Grafton
- Hopedale
- Mendon
- Millbury
- Millville
- Northbridge
- Sutton
- Upton
- Uxbridge

Boston

Brockton

Cambridge

Cape Ann
- Essex
- Gloucester
- Ipswich
- Manchester-by-the-Sea
- Rockport

Berkshire County
- Lee
- Lenox
- Pittsfield
- Sheffield
- Great Barrington

Chelsea

Fall River & Somerset

Fort Devens & Ayer

Framingham-Marlborough Region
- Ashland
- Framingham
- Hudson
- Marlborough
- Northborough

Greater Franklin County
- Amherst
- Ashfield
- Athol
- Bernardston
- Buckland
- Charlemont
- Colrain
- Conway
- Deerfield
- Erving
- Gill
- Greenfield
- Heath
- Leverett
- Leyden
- Monroe
- Montague
- New Salem
- Northfield
- Orange
- Phillipston
- Rowe
- Shelburne
- Sunderland
- Wendell
- Whately

Greater New Bedford
- Acushnet
- Dartmouth
- Fairhaven
- Freetown
- New Bedford
- Rochester

Greater Taunton
- Berkley
- Dighton
- Norton
- Taunton

Haverhill*

Holyoke Regional
- Chicopee
- Holyoke
- Westfield

Lawrence-Methuen*

Lowell

Lynn

Middleborough

Milford*

Northern Berkshire County
- Adams
- North Adams
- Williamstown

Northern Worcester County
- Gardner
- Fitchburg
- Leominster
- Clinton
- Ashburnham
- Barre
- Templeton
- Westminster
- Winchendon
- Lunenburg
- Lancaster
- Hubbardston
- Rutland

Quincy Area
- Braintree*
- Canton
- Hingham
- Hull
- Quincy
- Randolph
- Weymouth

South Central Massachusetts
- Brimfield
- Charlton
- Dudley
- Holland
- Oxford
- Southbridge
- Spencer
- Sturbridge
- Wales
- Webster

Somerville

Springfield

Waltham

Ware River Valley
- Hardwick
- Monson
- Palmer
- Ware
- Warren
- West Brookfield

Wareham/Buzzards Bay
- Bourne (Buzzards Bay)*
- Wareham

Worcester

* indicates that only a portion of the municipality is in the named ETA

ATTACHMENT B

Attached please find the list of the 230 designated Economic Opportunity Areas within Massachusetts. This list is current through October 1997.

ECONOMIC OPPORTUNITY AREA DESIGNATIONS

The Economic Assistance Coordinating Council has designated the following Economic Opportunity Areas in Massachusetts, each of which is wholly within a designated Economic Target Area:

Adams
- Adams Corporate Park
- Greylock Center
- Zylonite

Amherst
- North Amherst
- East Amherst

Athol
- Athol Enterprise Center
- Poor Farm
- Stuart's

Attleboro
- Downtown
- Industrial Park
- John Williams Street
- Lamb Street
- Water Street
- Bliss School
- Northwest Industrial Park
- Industrial/Business Park
- 8 Lamb Street
- 7 Parker Street
- Stern-Leach/49 Pearl Street

Ayer - Fort Devens

Barnstable
- #1 - Industrial Zone
- #2 - Expanded CARD district

Barre - Chas. G. Allen Company

Beverly
- CP Clare
- Cummings Center

Billerica
- Billerica Avenue
- Concord Road
- Middlesex Turnpike North
- Middlesex Turnpike South
- Treble Cove Road

Boston
- Midtown
- Crosstown/South Boston
- Allston/Brighton Industrial

Braintree - Fore River Shipyard

Brockton
- Downtown/CARD Area
- Campello
- Campello South
- Montello
- Railroad North
- Railroad South

Buckland - Lamson

Burlington - Sun Microsystems

Canton - Northern Canton

Charlemont
- River Bend
- Valley View

Charlton-Technology Park East

Chelsea
- Second Street Food Center
- Murray I.P. Dev. Dist.
- Historic Fire Station
- Crescent Avenue
- Chelsea Creek
- Admirals Hill
- Everett Avenue U.R.D.

Chicopee
- North Westover
- Willimansett

Colrain-Griswoldville

Dartmouth
- Industrial Park
- Energy Park
- Faunce Corner Road

Deerfield
- Channing L. Bete Co., Inc.
- Pro Pel Plastech

Dighton
- Northern Route 138 Properties
- Main Street
- Mount Hope Complex
- Beckwith

Fairhaven
- Titleist
- Rio Plaza
- Waterfront Ind. District
- Huttleston Ave. Business Corridor
- Huttleston Ave. Commercial Zone
- Rte. 240/Alden Road Ind. District
- AT&T
- Atlas Track

Fall River
- Waterfront
- I-195 Corridor
- South End
- Industrial Park
- President Avenue

Falmouth - Technology Park

Fitchburg - Fitchburg Mill #8

Framingham
- Downtown
- Crossing Boulevard
- Crescent Street

Freetown
- South Main Street
- Ridge Hill Road
- Braley Road

Gardner
- Fredette Street
- Summit Industrial Park
- CARD/Lower Main Street Corridor
- Pearson Boulevard/East Broadway

Gloucester
- Blackburn Industrial Park
- Cape Ann Industrial Park
- Gorton's
- Star Fisheries
- Kathleen-Julie
- Elliott Shipping Co.
- GMF Corp.
- LePage's

Greenfield
- I-91 Industrial Park
- Downtown and Southern Corridor
- Rugg Manufacturing Company
- Lunt Complex

Harwich
- Queen Anne Road
- Great Western Road

Haverhill - Downtown

Holyoke
- I-391 and High Street Gateway
- Springdale Industrial Park

Hopedale - Draper Annex

Hudson - Apsley Street

Ipswich - Downtown

Lawrence
- Downtown
- South Lawrence

Lee
- Valley Mill Site
- Business Park

Leominster
- Whitney-Spruce Neighborhood
- Adams-Cotton Neighborhood
- I-190 Industrial Park
- Orchard Hill Park
- Borden Chemical Property
- Jytek Industrial Park
- Industrial Road
- Nashua Street

Lowell
- Wang Towers
- Acre Neighborhood
- Central Business District-North
- Central Business District-South

Lynn - Downtown

Marlborough
- Diamond Shoe
- Cedar Hill
- Maple Street (Route 85)
- Lincoln Street
- South Street
- South-West Quadrate

Mashpee
- Mashpee Industrial Park
- East Mashpee Business Area

Methuen - Arlington District

Middleborough
- Development Opportunities District
- South Middleborough
- Downtown

Milford
- Downtown
- Bear Hill Industrial Area
- Granite Park Industrial

Montague
- Montague Industrial Park and Environs
- Turners Falls - City Business Corridor

New Bedford
- Cornell-Dubelier
- South Terminal
- Goodyear Tire and Rubber Site
- North Terminal
- Morse Twist Drill
- CARD Central Business District
- Hathaway Road Corridor
- Belleville Avenue Corridor
- Church Street Railroad Corridor
- Industrial Park
- Regional Airport

North Adams
- Delftree Mushroom Mill

Northborough
- Bearfoot Road
- 112 West Main Street

Northfield - Pioneer Business Center

Norton
- Chartley Village Business Corridor
- Norton Center/Scotts Garage Site
- South Industrial/Commercial District
- East Main Street - Zone 1
- East Main Street - Zone 2

Orange - Save Orange

Pittsfield
- Hubbard Avenue #1
- Elmvale
- Downtown Area
- Stearnsville

Provincetown
- Conwell Street
- Shankpainter Road

Quincy - Fore River Shipyard

Rockport - Pigeon Cove

Salem - Entire City

Sandwich
- Tupper Road Sites
- Industrial Zone
- South Sandwich Business District

Somerset
- Southeast Waterfront Industrial
- Rte 6 Bus. & Ind. Corridor Zone A
- Rte 6 Bus. Corridor Zone B
- Rte 138 & Buffinton St.
- Indian Springs Plaza
- Clifton Rehab. Nursing

Somerville
- 120 Beacon Street
- Carberry's
- Somerville Theatre

Southbridge - Ashland Avenue

Springfield
- Wason North Industrial Area
- East Spfld./Memorial Industrial Park
- Enterprise Community

Sturbridge
- Technology Park
- Hall Road (EOA#2)

Taunton
- Weir Village
- Heart of Taunton
- Whittenton
- Industrial Park
- Arlington Street
- Cape Dory

Uxbridge
- Douglas Street
- Quaker Highway

Wareham - Industrial Park

Webster - Columbia Farms

West Brookfield - Central Street South

Westfield - Summit Lock Industrial

Westminster - Business Park

Weymouth - Libbey Park

Whately - Northern Whately

Williamstown
- 1896 House Restaurant
- Photech Mill
- Executive park
- The Grand Union Plaza
- Berkshire Ivy Garden

Winchendon
- Lincoln Avenue Extension
- Winchendon Springs
- Whitney Pond
- Route 140 Industrial Park

Worcester
- Greenwood Street District
- Downtown District
- Northeast District
- East Side District
- Southern District
- Airport Industrial Research Park

Yarmouth
- White's Path Corridor
- Station Avenue
- Old Town House Road
- Forest Road-Old Town House Road Intersection
- Willow Street-Exit 7
- Ansel Hallet-Willow Street
- Mid-Tech/Higgins Crowell
- Route 28 Corridor

10/97

ATTACHMENT C

Attached please find the list of the 225 Certified Projects and 4 "Exceptional Opportunities" within Massachusetts. This list is current through October 1997.

CERTIFIED PROJECTS/"EXCEPTIONAL OPPORTUNITIES"

The Economic Assistance Coordinating Council (EACC) has designated 225 Certified Projects to date, each of which is wholly within a designated Economic Opportunity Area. In addition, the EACC has approved four "Exceptional Opportunities" - projects which create at least 100 net new permanent full-time jobs or increase its current job level by at least 50%, and are thereby eligible to enter into a Tax Increment Financing Agreement with the municipality in which the project is located. To date, the Economic Development Incentive Program has been instrumental in the creation of **19,332 new permanent full-time jobs and over $2.18 billion in private investment, while retaining 32,832 jobs in the Commonwealth.**

** For Certified Projects and "Exceptional Opportunities" with Tax Increment Financing Agreements, the percentage *exempted* from real estate tax is noted for each year of the Agreement. All "Exceptional Opportunities" are described in italics.

Adams

- Crown Vantage (fine specialty paper manufacturer) (4/96)

Municipal Incentive: Tax Increment Financing (20 years: 100% each year)

- **1 new job, 106 jobs retained, $1.6 million in private investment**

- Renfrew Center (Novtex Corporation and NBIPDC) (6/97)

Municipal Incentive: TIF (14 years: 1-7:100-87.5-75-62.5-50-37.5-25-12.5)

- **70 new jobs, 39 jobs retained, $1.85 million in private investment**

Attleboro

- CASTechnologies, Inc. (manufacturer of precision metal castings) (11/95)

Municipal Incentive: Special Tax Assessment

- **10 new jobs, 11 jobs retained, $175,000 in private investment**

- D & D Custom Linocraft, Inc. (floor covering business) (6/96)

Municipal Incentive: Special Tax Assessment

- **2 new jobs, 8 jobs retained, $50,000 in private investment**

- Morin's, Inc. (caterer) (6/96)

Municipal Incentive: TIF (12 years: Years 1-8: 100%; 80%-60%-40%-20%)

- **4 new jobs, 150 jobs retained, $65,000 in private investment**

- 3-D Welding, Inc. & Red Mettle, LLC (welder & steel fabricator) (7/97)

Municipal Incentive: Tax Increment Financing (7 years: 100-50-50-40-30-20-10)

- **7 new jobs, 12 jobs retained, $282,500 in private investment**

- National Van Sales, Inc. (van converter and retailer) (9/97)

Municipal Incentive: Special Tax Assessment

- **7 new jobs, 16 jobs retained, $400,000 in private investment**

- Stern Metals, Inc/Sterngold/Implamed Div. (mfr. of dental prod.) (9/97)

Municipal Incentive: TIF (15 yrs: 100-100-100-90-80-70-60-50-40-30-20-10-10-10-10)

- **10 new jobs, 150 jobs retained, $9.01 million in private investment**

- Stern-Leach Co. & HHS Acquisition (mfr. of precious metals mill prod.) (9/97)

Municipal Incentive: TIF (15 yrs: 100-100-100-90-80-70-60-50-40-30-20-10-10-10-10)

- **147 new jobs, 598 jobs retained, $22.25 million in private investment**

- General Metal Finishing Co., Inc. (high-tolerance metal finishing) (9/97)

Municipal Incentive: TIF (15 yrs: 100-100-100-90-80-70-60-50-40-30-20-10-10-10-10)

- **10 new jobs, 117 jobs retained, $2.26 million in private investment**

Attleboro (Cont.)

- Brainin Advance Industries, Inc. (mfr. of electrical contacts) (9/97)

Municipal Incentive: TIF (15 yrs: 100-100-100-90-80-70-60-50-40-30-20-10-10-10-10)

- **10 new jobs, 150 jobs retained, $9.01 million in private investment**

Ayer

- Northeast Hot-Fill Co-op, Inc. (hot-fill bottling company) (9/94)

Municipal Incentive: Special Tax Assessment

- **27 new jobs, 72 jobs retained, $9.5 million in private investment**

- New England Milling Company, Inc. (pasta and bakery flour mill) (7/94)

Municipal Incentive: Special Tax Assessment

- **7 new jobs, 28 jobs retained, $2.3 million in private investment**

- Nasoya Foods, Inc. (soy-based food producer) (11/96)

Municipal Incentive: Special Tax Assessment

- **175 new jobs, 77 jobs retained, $16 million in private investment**

Barnstable

- EXCEL, Incorporated (telecommunications, software manufacturer) (7/95)

Municipal Incentive: Special Tax Assessment

- **120 new jobs, 80 jobs retained, $2 million in private investment**

- The Woman's Body Shopp, Inc. (fitness facility) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 10% per year)

- **15 new jobs, 5 jobs retained, $940,000 in private investment**

Beverly

- CP Clare Corporation (mfr. of products for the semiconductor industry) (11/95)

Municipal Incentive: Tax Increment Financing (5 years: 5%-4%-3%-2%-1%)

- **150 new jobs, 200 jobs retained, $18 million in private investment**

- Beverly Commerce Park, Inc. (property management firm) (12/96)

Municipal Incentive: TIF (10 years: Years 1-5:100%; Years 6-10: 50%)

- **15 new jobs, 30 jobs retained, $13.5 million in investment**

- Collagenesis, Inc. (manufacturer of collagen technologies) (6/97)

Municipal Incentive: See Beverly Commerce Park, Inc.

- **20 new jobs, 43 jobs retained, $2 million in private investment**

- TEECO Industrial Controls, Inc. (dist. of ind. controls) (10/97)

Municipal Incentive: See Beverly Commerce Park, Inc.

- **2 new jobs, 5 jobs retained, $100,000 in private investment**

Billerica

- Bay Networks, Inc. (manufacturer of computer networking devices) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 80%-60%-40%-20%-10%)

- **25 new jobs, 181 jobs retained, $2.9 million in private investment**

- ASE Americas, Inc. (mfr. of photovoltaic modules for electric power) (12/95)

Municipal Incentive: Special Tax Assessment

- **70 new jobs, 81 jobs retained, $18.2 million in private investment**

- Cabot Corporation (manufacturer of specialty chemicals and materials) (6/96)

Municipal Incentive: TIF (7 years: 99%-98%-97%-50%-30%-20%-12%)

- **50 new jobs, 300 jobs retained, $9 million in private investment**

Boston

- American Engineered Components, (mfr. of Carr plug buttons/eng.stmpgs) (6/96)

Municipal Incentive: Special Tax Assessment

- **5 new jobs, 167 jobs retained, $2.5 million in private investment**

Braintree

- Massachusetts Heavy Industries, Inc. (Shipyard) (See Quincy) (9/97)

Municipal Incentive: Special Tax Assessment (100% exemption for 5 years)

- **1050 new jobs, 12 jobs retained, $71 million in private investment**

Brockton

- JACL Corporation/Screaming Sheep Rehearsal Studio (rehearsal studio) (12/95)

Municipal Incentive: Special Tax Assessment

- **2 new jobs, $135,000 in private investment**

- New Hotel Bryant, Inc. (hotel/restaurant/function facility) (12/95)

Municipal Incentive: Special Tax Assessment

- **3 new jobs, $580,000 in private investment**

- Restmore Sleep Products, Inc. (bedding mfr.) (12/95)

Municipal Incentive: Special Tax Assessment

- **17 new jobs, 35 jobs retained, $800,000 in private investment**

- Powers Pharmaceutical Corp. (mfr. of cough drops) (8/96)

Municipal Incentive: TIF (10.5 years: 1-100-90-90-100-100-20-20-20-20-20)

- **40 new jobs, 188 jobs retained, $3.5 million in private investment**

- Crescent Realty Trust & John Kironwo Export & Imports (12/96)

Municipal Incentive: Special Tax Assessment

- **1 new job, 2 jobs retained, $33,000 in private investment**

- Crescent Realty Trust & Barry Koretz Associates (architectural firm) (12/96)

Municipal Incentive: Special Tax Assessment

- **5 new jobs, 20 jobs retained, $33,000 in private investment**

- Crescent Realty Trust & Bristol Millwork, Inc. (fine wood millwork) (12/96)

Municipal Incentive: Special Tax Assessment

- **5 new jobs, 15 jobs retained, $34,000 in private investment**

- Fairfield Farm Kitchens, Inc. (custom maker & packager of frozen food) (12/96)

Municipal Incentive: Special Tax Assessment

- **66 new jobs, $3.75 million in private investment**

- LeBaron Foundry, Inc. (manufacturer of cast iron products) (12/96)

Municipal Incentive: Tax Increment Financing (100-100-60-40-30)

- **8 new jobs, 94 jobs retained, $800,000 in private investment**

- Manco Ind., Inc. dba Ford Street Motors (auto repair and dealership) (12/96)

Municipal Incentive: Special Tax Assessment

- **4 new jobs, 2 jobs retained, $150,000 in private investment**

- Brockton Neighborhood Health Center (community health center) (5/97)

Municipal Incentive: Tax Increment Financing (100-90-80-60-30)

- **27 new jobs, 30 jobs retained, $532,000 in private investment**

- Titleist and Foot-Joy Worldwide (shoe manufacturer) (5/97)

Municipal Incentive: Special Tax Assessment

- **1 new job, 239 jobs retained, $1.02 million in private investment**

Buckland

- Lamson & Goodnow (manufacturer of high-quality cutlery products) (6/96)

Municipal Incentive: TIF (10 years: 100-100-100-90-80-80-70-60-50-25)

- **25 new jobs, 61 jobs retained, $6.85 million in private investment**

Burlington

- Sun Microsystems, Inc. (6/97)

Municipal Incentive: Tax Increment Financing (20 years: 34% per year)

- **3100 new jobs, 900 jobs retained, $210 million in private investment**

Canton

- *Stoneridge, Inc. - Pollak Engineered Products Division (6/96)*

Municipal Incentive: TIF (7 years: 50%-50%-50%-25%-25%-25%-25%)

- ***150 new jobs, 225 jobs retained, $1.8 million in private investment***
- Reebok International, Ltd. (corporate world headquarters) (5/97)

Municipal Incentive: Tax Increment Financing (20 years: formulaic)

- **100 new jobs, 700 jobs retained, $40 million in private investment**

Charlemont

- Jon-Car, Inc. dba Valley View Farms (Agro-tourism) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 50-45-40-30-20)

- **22 new jobs, 2 jobs retained, $1.5 million in private investment**

Charlton

- FiberCore, Inc. (optical fiber manufacturer and marketer) (12/96)

Municipal Incentive: Tax Increment Financing (Contingently structured)

- **200 new jobs, 8 jobs retained, $25 million in private investment**

Chelsea

- Restaurant Depot (food product wholesaler) (12/96)

Municipal Incentive: Tax Increment Financing (10 years: 45-40-38-33-28-23-18-13-8-4)

- **70 new jobs, $4 million in private investment**

Chicopee

- Dunsirn Industries, Inc. (film and paper converter) (5/97)

Municipal Incentive: Tax Increment Financing (10 years: 50-20-15-10(years 4-10))

- **70 new jobs, 70 jobs retained, $3.1 million in private investment**
- Leonische of America, Inc. (manufacturer and retailer of multi-strand wire) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 20-15-10-10-10)

- **30 new jobs, 63 jobs retained, $5.5 million in private investment**
- Mercer Paper Tube Corporation (manufacturer of paper tubing products) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 20-15-10-10-10)

- **15 new jobs, 34 jobs retained, $3.6 million in private investment**
- Spalding and Evenflo Companies, Inc. (mfr. of sporting goods) (9/97)

Municipal Incentive: TIF (10 yrs: 70-70-70-10-10-5-5-5-5-5)

- **151 new jobs, 865 jobs retained, $26 million in private investment**

Colrain

- Veratec, Division of I.P. (cotton bleachery; mfr. of medical supplies) (3/97)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-60-40-20)

- **4 new jobs, 70 jobs retained, $4 million in private investment**

Dartmouth

- Titleist and Foot-Joy Worldwide - Ball Plant II (golf ball mfg facility) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 40% each year)

- **24 new jobs, 325 jobs retained, $29 million in private investment**

Deerfield

- Channing L. Bete Co., Inc. (publisher of informational materials) (6/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-50%-25%)

- **125 new jobs, 300 jobs retained, $5.5 million in private investment**

Deerfield (Cont.)

- Pro Pel Plastechs, Inc. (plastics recycler) (5/97)

Municipal Incentive: Tax Increment Financing (10 years: 80-70-60-50-40-40-30-30-20-10)

- **6 new jobs, 15 jobs retained, $1.45 million in private investment**

Devens

- Performance Corrugated, Inc. (corrugated sheet producer) (11/96)
  - **50 new jobs, $14.9 million in private investment**

Dighton

- Dighton Power Associates L.P. (gas-powered cogeneration plant) (11/95)

Municipal Incentive: Tax Increment Financing (10 years: 80% each year)

- **15 new jobs, $50 million in private investment**

Fairhaven

- Titleist and Foot-Joy Worldwide - Packaging Center (mfr of sporting goods) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 40% each year)

- **10 new jobs, 55 jobs retained, $5.5 million in private investment**

- AT&T corporation (customer sales and service center) (5/97)

Municipal Incentive: Tax Increment Financing (5 years: 40% per year)

- **1,000 new jobs**

Fall River

- Lightolier (lighting fixture manufacturer) (12/94)

Municipal Incentive: TIF (19 yrs: 1-2: 100; 3-5: 90; 6-10: 75; 11-15: 50; 16-19: 25)

- **80 new jobs, 30 jobs retained, $3 million in private investment**

- M&D Partnership/American Dryer Corp. (clothes dryer manufacturer) (11/95)

Municipal Incentive: Tax Increment Financing (10 years: 50% each year)

- **12 new jobs, 233 jobs retained, $1.1 million in private investment**

- Quaker Fabric Corporation (manufacturer of woven upholstery fabrics) (11/95)

Municipal Incentive: Tax Increment Financing (10 years: 50% each year)

- **165 new jobs, 1,567 jobs retained, $47 million in private investment**

- Priority Finishing Corp. (dyeing/finishing/multi-color printing operation) (12/95)

Municipal Incentive: Tax Increment Financing (10 years: 50% each year)

- **50 new jobs, 203 jobs retained, $2.6 million in private investment**

- Airtec Products, Corp. (manufacturer of plastic diffusers) (5/97)

Municipal Incentive: TIF (10 years: 100-25-25-25-25-15-15-15-15-15)

- **14 new jobs, 6 jobs retained, $600,000 in private investment**

- F. Nasiff, Jr. & Co. Inc.(fruit & produce wholesaler) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 1-25-50-75-100)

- **5 new jobs, 30 jobs retained, $300,000 in private investment**

- IQF Custom Packing, Inc. (seafood freezing operation) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-65-35-35)

- **40 new jobs, 22 jobs retained, $1.3 million in private investment**

- C.H. Yates Rubber Corp. (mfr. of rubber & plastic molded products) (7/97)

Municipal Incentive: TIF (10 years: 100-25-25-25-25-15-15-15-15-15)

- **20 new jobs, 86 jobs retained, $1.2 million in private investment**

- Pep Boys (automotive aftermarket retailer) (7/97)

Municipal Incentive: Tax Increment Financing (5 years: 50-40-30-20-10)

- **10 new jobs, $1.8 million in private investment**

Falmouth

- Woodshole Landholdings, LLC (Real estate developer/technology incubator) (5/97)

Municipal Incentive: TIF (10 years:100-95-90-85-80-75-60-45-30-15)

- **9 new jobs, 29 jobs retained, $1.3 million in private investment**

Fitchburg

- Intercontinental Recycling Corporation (paper deinking facility) (12/94)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **120 new jobs, $25 million in private investment**

Framingham

- ADESA Boston (auto auction company) (12/94)

Municipal Incentive: TIF (10 years: 95%-90%-85%-80%-75%-65%-55%-45%-35%-25%)

- **100 new jobs, 50 jobs retained, $6 million in private investment**
- Natural MicroSystems Corp./NDNE 9/90 Crsng (telecomm/ technologies) (7/96)

Municipal Incentive: TIF (15 years: 75-70-65-60-55-50-45-40-35-30-25-20-15-10-5)

- **403 new jobs, 102 jobs retained, $7.6 million in private investment**
- Staples, Inc. (corporate headquarters for office supply retailer) (5/97)

Municipal Incentive: TIF (10 years: 90-85-80-75-70-65-60-55-50-45)

- **2215 new jobs, 1390 jobs retained, $75 million in private investment**

Gardner

- Horrigan Cleaners, Inc. (retail and commercial dry cleaner) (11/95)

Municipal Incentive: Special Tax Assessment

- **2 new jobs, 16 jobs retained, $650,000 in private investment**
- Data-Guide Cable Corporation (wire and cable manufacturer) (2/96)

Municipal Incentive: Special Tax Assessment

- **20 new jobs, 102 jobs retained, $1.5 million in private investment**

Gloucester

- Varian Ion Implant Systems (manufacturer of ion implanters) (9/95)

Municipal Incentive: Tax Increment Financing (9 years: 100-88-76-64-52-40-28-16-4)

- **100 new jobs, 950 jobs retained, $79.5 million in private investment**
- Comdel, Inc. (mfr. for semiconductor and industrial coatings industries) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **15 new jobs, 50 jobs retained, $815,000 in private investment**
- C.B. Fisk, Inc. (manufacturer of large-scale musical organ instruments) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 90%-70%-50%-30%-10%)

- **4 new jobs, 19 jobs retained, $675,000 in private investment**
- Kathleen-Julie Fisheries (fishing and fish processing operation) (8/96)

Municipal Incentive: TIF (7 years: 87.5%-75%-67.5%-50%-37.5%-25%-12.5%)

- **9 new jobs, $2.95 million in private investment**
- Elliott Shipping Co., Inc. (berthing & cargo facilities) (12/96)

Municipal Incentive: TIF (14 years: 5% declining exemption with year 1 at 100%)

- **3 new jobs, $600,000 in private investment**
- The Essex Collection, Inc. (manufacturer of decorative accessories) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 90-70-50-30-10)

- **2 new jobs, 16 jobs retained, $470,000 in private investment**
- Gorton's aka CONOPCO, Inc. (frozen food processor) (12/96)

Municipal Incentive: TIF (14 years: 5% declining exemption with year 1 at 100%)

- **62 new jobs, 70 jobs retained, $1.3 million in private investment**

Gloucester (Cont.)

- G.M.F. Corp. (fish packing & processing) (7/97)

Municipal Incentive: Tax Increment Financing (7 years: 87.5-75-62.5-50-37.5-25-12.5)

- **8 new jobs, 7 jobs retained, $1.35 million in private investment**

- LePage's, Inc. (mfr. of adhesive-based products) (7/97)

Municipal Incentive: Tax Increment Financing (5 years:90-70-50-30-10)

- **40 new jobs, 67 jobs retained, $4 million in private investment**

- NutraMax Products, Inc. (mfr. of health & beauty aids) (9/97)

Municipal Incentive: TIF (5 yrs: 90-70-50-30-10)

- **20 new jobs, 270 jobs retained, $8.97 million in private investment**

Greenfield

- Argotec, Inc. (polyurethane film and sheets manufacturer) (2/95)

Municipal Incentive: Tax Increment Financing (5 years: 80%-60%-40%-20%-5%)

- **10 new jobs, 6 jobs retained, $1 million in private investment**

- Lunt Silversmiths (manufacturer of fine silver products) (7/96)

Municipal Incentive: TIF (10 years: 100-90-80-70-60-50-40-30-20-10)

- **40 new jobs, 116 jobs retained, $5.5 million in private investment**

- Andy's of Greenfield, Inc. (manufacturer and retailer of fine oak furniture) (10/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **2 new jobs, 3 jobs retained, $90,000 in private investment**

- Main Street Millwork, Inc. (manufacturer of wood mouldings) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 50% per year)

- **5 new jobs, 8 jobs retained, $537,000 in private investment**

- Applied Dynamics Corporation (electro-mechanical service center) (10/97)

Municipal Incentive: TIF (10 years: 100-90-80-70-60-50-40-30-20-10)

- **5 new jobs, 25 jobs retained, $1.43 million in private investment**

- Wood & Wood d/b/a Small Corp. (mfr. of museum frames & cases) (10/97)

Municipal Incentive: TIF (10 years: 100-90-80-70-60-50-40-30-20-10)

- **9 new jobs, 24 jobs retained, $1.28 million in private investment**

Haverhill

- N. Essex Community Mental Health Services, Inc. (outpatient services) (12/94)

Municipal Incentive: Special Tax Assessment

- **25 new jobs, 45 jobs retained, $1 million in private investment**

- Mason & Hamlin Piano Company (manufacturer of pianos) (8/96)

Municipal Incentive: Special Tax Assessment

- **87 new jobs, 13 jobs retained, $395,000 in private investment**

Holyoke

- U.S. Tsubaki, Inc. (mfr. of chains used in industrial applications) (6/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-5%)

- **126 new jobs, 295 jobs retained, $55 million in private investment**

- Monico, Inc. (computer monitor repair & resale) (9/97)

Municipal Incentive: Special Tax Assessment

- **10 new jobs, 4 jobs retained, $175,000 in private investment**

Hopedale

- TNG Draper Place, LLC (Assisted Living Facility) (5/97)

Municipal Incentive: Tax Increment Financing: (100-80-60-40-20)

- **48 new jobs, $5.3 million in private investment**

Ipswich

- EBSCO Publishing (mfr of database products for the library market) (11/95)

Municipal Incentive: Tax Increment Financing (15 years: 62% each year)

- **150 new jobs, 160 jobs retained, $4.5 million in private investment**

Lawrence

- Contract Assembly, Inc. (assemble units for customers by specific contract) (12/94)

Municipal Incentive: Special Tax Assessment

- **75 new jobs, 50 jobs retained, $615,000 in private investment**

- RPP Corp.(design and production of coated and fabric industrial seals) (5/95)

Municipal Incentive: Special Tax Assessment

- **25 new jobs, 75 jobs retained, $950,000 in private investment**

- New Balance Athletic Shoe, Inc. (mfr. of variety of athletic footwear) (9/95)

Municipal Incentive: Special Tax Assessment

- **200 new jobs, 325 jobs retained, $15 million in private investment**

- C.I.L., Inc. (custom metal finisher) (2/96)

Municipal Incentive: Special Tax Assessment

- **10 new jobs, 35 jobs retained, $1.3 million in private investment**

- GEM Group, Inc. (supplier of products to retail markets) (6/96)

Municipal Incentive: TIF (11 years: 90-75-75-65-65-50-50-30-30-30-30)

- **130 new jobs, 180 jobs retained, $5.6 million in private investment**

- B.G. Peck Co., Inc. (custom parts manufacturer) (3/97)

Municipal Incentive: Special Tax Assessment

- **21 new jobs, 67 jobs retained, $1.53 million in private investment**

- Telcom USA, Inc. (world's largest mfr.of polyethylene flower pots) (7/96)

Municipal Incentive: Special Tax Assessment

- **100 new jobs, $4.1 million in private investment**

- Corporate Express of the East, Inc. (worldwide supplier of office products) (10/96)

Municipal Incentive: Special Tax Assessment

- **57 new jobs, 185 jobs retained, $11.5 million in private investment**

- Malden Mills Industries, Inc. (manufacturer of textiles) (6/97)

Mun. Incentive : TIF(17 years: 100-100-90-90-90-80-80-80-80-80-60-60-60-60-60-60-60)

- **785 new jobs, 1716 jobs retained, $265 million in private investment**

- Techprint, Inc. (specialty printer) (7/97)

Municipal Incentive: Special Tax Assessment

- **40 new jobs, 89 jobs retained, $2.53 million in private investment**

Lee

- Crescent Cardboard Company (mfr. and distributer of Mat Board products) (6/95)

Mun. Incentive: TIF (10 years: 100%-90%-80%-70%-60%-50%-40%-30%-20%-10%)

- **25 new jobs, 25 jobs retained, $3 million in private investment**

Leominster

- F & M Tool and Plastics, Inc. (mfr. of molds for the plastics industry) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-1%)

- **17 new jobs, 60 jobs retained, $1 million in private investment**

- C-Plastics Corporation (plastics industry moldmaker) (4/96)

Municipal Incentive: TIF (7 years: 100%-85%-70%-55%-40%-25%-10%)

- **25 new jobs, 75 jobs retained, $2 million in private investment**

Leominster (Cont.)

- United Plastics (United Comb & Novelty Corp.) (plastics mfr.) (5/97)

Municipal Incentive: Tax Increment Financing (Conditionally structured)

- **20 new jobs, 120 jobs retained, $3.7 million in private investment**

Lowell

- Delphi Internet Services (an Internet on-line computer service provider) (6/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **600 new jobs, 100 jobs retained, $47.5 million in private investment**

- Cross Point L.P. (developer/manager of the Cross Point complex) (12/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **3 new jobs, $5.2 million in private investment**

- Little Sprouts Child Enrichment Center, Inc. (child care provider) (12/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **40 new jobs, $78,000 in private investment**

- Cass Information Systems, Inc. (management information service provider) (12/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **60 new jobs, 102 jobs retained, $800,000 in private investment**

- Healthcare Staffing Solutions d/b/a HEALTH TOUR (personnel agency) (12/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **50 new jobs, 70 jobs retained, $2 million in private investment**

- Sykes Enterprises, Inc. (professional services organization) (12/95)

Municipal Incentive: TIF (8 years: 6%-60%-70%-70%-60%-60%-60%-60%)

- **110 new jobs, $4.5 million in private investment**

- Demoulas Super Markets, Inc. (super market chain) (12/95)

Municipal Incentive: Tax Increment Financing (10 years: 100% exemption each year)

- **13 new jobs, 10 jobs retained, $2.9 million in private investment**

- Gateway Center Corporation (Developer of the Gateway Center Project) (9/97)

Municipal Incentive: TIF (10 yrs: 74-74-74.08-61.6-56.9-52.2-47.4-37.9-28.5-19)
(Numbers attributable to 7 Tenants listed below)

- **48 new jobs, 31 jobs retained, $4 million in private investment (Total)**

- Pearson & Pearson Law Firm (9/97)

Municipal Incentive: See Gateway Center TIF

- **7 new jobs, 12 jobs retained, $12,000 in private investment**

- West Coast Video, c/o HB Associates, LLC (video store) (9/97)

Municipal Incentive: See Gateway Center TIF

- **3 new jobs, $25,000 in private investment**

- Butler Bank - A Cooperative Bank (9/97)

Municipal Incentive: See Gateway center TIF

- **15 new jobs, 16 jobs retained, $528,000 in private investment**

- Edward J. Moloney, Jr. - Attorney (9/97)

Municipal Incentive: See Gateway Center TIF

- **2 new jobs, 1 job retained, $5,000 in private investment**

- New England Neurological Associates, P.C. (9/97)

Municipal Incentive: See Gateway Center TIF

- **2 new jobs, $32,848 in private investment**

- Neuro Rehab Associates, Inc. d/b/a Northeast Rehab. Hospital (9/97)

Municipal Incentive: See Gateway Center TIF

- **17 new jobs, $25,305 in private investment**

Lowell (Cont.)

- Ahern & DeWitt Law Offices (9/97)

Municipal Incentive: See Gateway Center TIF

- **2 new jobs, 2 jobs retained, $5,000 in private investment**

Lynn

- West Lynn Creamery (regional dairy and juice mfr/distr.) (7/95)

Municipal Incentive: TIF (10 yrs: 100%-90%-80%-70%-60%-50%-40%-30%-20%-10%)

- **150 new jobs, 50 jobs retained, $9 million in private investment**
- Eco Software, Inc. (internet service provider) (6/97)

Municipal Incentive: Tax Increment Financing (10 years: 100-10 in increments of 10)

- **72 new jobs, 38 jobs retained, $1.85 million in private investment**

Marlborough

- 3 Com Corporation (manufacturer of data networking hardware) (3/97)

Municipal Incentive: Tax Increment Financing(20 years:100 to 5 in 5% increments)

- **696 new jobs, 970 jobs retained, $75 million in private investment**
- Shipley Company, LLC (mfr. & seller of specialty chemical products) (6/97)

Municipal Incentive: Tax Increment Financing (10 years: 50-45-40-30-30-20-20-10-10-5)

- **40 new jobs, 600 jobs retained, $17.8 million in private investment**
- Automatic Specialties, Inc. (wire & metal strip forming) (7/97)

Municipal Incentive: Tax Increment Financing (100-75-50-25-1)

- **9 new jobs, 29 jobs retained, $1.14 million in private investment**

Methuen

- Malden Mills Industries, Inc. (textile mfr.) (See Lawrence) (9/97)

Mun. Inc.: TIF(17 yrs: 100-100-90-90-90-80-80-80-80-80-60-60-60-60-60-60-60)

- **785 new jobs, 1716 jobs retained, $265 million in private investment**

Middleborough

- Christmas Tree Shops, Inc. (value retailer with 15 retail facilities in NE) (12/95)

Mun.Inc.: TIF (19 years: 25-25-25-35-35-45-45-55-55-55-45-45-45-35-35-35-25-25-25)

- **400 new jobs, 100 jobs retained, $60 million in private investment**
- Brookfield Engineering Laboratories, Inc. (mfr. of viscometers) (10/97)

Mun. Inc.: TIF (17 years: 35-30-25-25-25-20-20-20-15-15-10-10-5-5-5-2.5-2.5)

- **142 new jobs, 180 jobs retained, $9.85 million in private investment**

Milford

- Taylor Corporation, d/b/a Chase(producer of commercial stationery) (11/96)

Municipal Incentive: TIF (7 years:100%-90%-70%-60%-50%-30%-10%)

- **150 new jobs, 113 jobs retained, $2.5 million in private investment**

Montague

- New England Extrusion, Inc. (plastics mfr - food and medical packaging) (12/94)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-50%-25%)

- **33 new jobs, 40 jobs retained, $5 million in private investment**
- Geka Brush Manufacturing Corporation (mfr of cosmetic packaging) (6/95)

Municipal Incentive: Special Tax Assessment

- **100 new jobs, $3.7 million in private investment**
- Ewing Power Systems (sys. integrator of steam turbine elec. gen. systems) (11/96)

Municipal Incentive: TIF (15 years: 1-8: 75%;Years 9 & 10: 50%; Years 11-15: 33%)

- **12 new jobs, 13 jobs retained, $10.16 million in private investment**

Montague (Cont.)

- Heat-Fab, Inc. (mfr. of venting products) (9/97)

Municipal Incentive: TIF (10 yrs: 90-90-80-80-70-70-60-60-50-50)

- **50 new jobs, 49 jobs retained, $4.7 million in private investment**

New Bedford

- AFC Cable Systems, Inc. (leading manufacturer of armored cable) (6/96)

Mun. Inc.: TIF (Years 1-5: 100%; 6-10: 75%; 11-15: 50%; 16-20: 25%)

- **50 new jobs, 170 jobs retained, $3.5 million in private investment**
- Acushnet Rubber Company, Inc. (custom molder of elastomers) (11/96)

Municipal Incentive: TIF (Years 1-5: 100%; 6-10: 75%; 11-15: 50%; 16-20: 25%)

- **50 new jobs, 715 jobs retained, $1.5 million in private investment**
- 355 Church Street L.P. & Clean Rentals, Inc. (commercial launderers) (11/96)

Municipal Incentive: TIF (Years 1-5: 100; 55-70-65-60-55-50-45-40-35-30-25-20-15-10-5)

- **20 new jobs, 22 jobs retained, $3.45 million in private investment**
- Friendly Fruit, Inc. (wholesale distributor of fresh produce) (12/96)

Municipal Incentive: Tax Increment Financing (7 years: 100-80-80-60-60-40-20)

- **5 new jobs, $750,000 in private investment**
- Trio Algarvio, Inc. (seafood processing firm/aquaculture) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 100-100-40-40-20)

- **5 new jobs, 3 jobs retained, $1.5 million in private investment**
- Sea Watch International, Ltd. (seafood/clam processing operation) (12/96)

Municipal Incentive: TIF (20 years: 1-5: 100%; 6-10:75%; 11-15:50%; 16-20:25%)

- **100 new jobs, $6.2 million in private investment**
- Nameplates for Industry, Inc. (label mfr.; graphic design; screen printing) (3/97)

Municipal Incentive: Tax Increment Financing (8 years:100-100-75-75-50-50-25-25)

- **9 new jobs, 42 jobs retained, $171,000 in private investment**
- Riverside Manufacturing Company (apparel manufacturing facility) (7/97)

Municipal Incentive: TIF (15 years:100-100-100-100-100-75-75-75-75-75-50-50-25-25-25)

- **156 new jobs, 431 jobs retained, $1.86 million in private investment**

Newburyport

- *Genus Corporation (manufacturer of semiconductor components)* *(7/95)*

15 year Tax Increment Financing Agreement (33% exemption each year)

- ***237 new jobs, 150 jobs retained, $6.5 million in private investment***

North Adams

- DelfTree Corporation (cultivator & distributor of shiitake mushrooms) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 50% per year)

- **11 new jobs, 19 jobs retained, $746,000 in private investment**

Northborough

- Peterson Spring - Commonwealth Plant (mfr of springs and wire forms) (4/96)

Municipal Incentive: Tax Increment Financing (6 years: 50%-40%-30%-20%-10%-5%)

- **10 new jobs, 35 jobs retained, $3.85 million in private investment**
- Grangers Nursing Home (5/97)

Municipal Incentive: Tax Increment Financing (6 years: 100-90-50-40-30-20)

- **10 new jobs, 40 jobs retained, $4.63 million in private investment**

Northfield

- Systems, Software, Support, Inc. (computer network consultant) (3/97)

Municipal Incentive: TIF (10 years:100-90-80-70-60-50-40-30-20-10)

- **21 new jobs, 11 jobs retained, $2.1 million in private investment**

Norton

- Plantation Products, Inc. (manufacturer of seeds and seed starting products) (6/96)

Municipal Incentive: TIF (10 years: 90%-90%-80%-80%-70%-70%-60%-60%-50%-50%)

- **15 new jobs, 27 jobs retained, $2.8 million in private investment**

Orange

- Pete's Tire Barns, Inc. - 275 E Main Street (full tire service) (7/95)

Municipal Incentive: Tax Increment Financing (5 years: 75%-75%-50%-50%-25%)

- **12 new jobs, 41 jobs retained, $1 million in private investment**
- Pete's Tire Barns, Inc. - 70 W River Street (retreading of earthmover tires) (7/95)

Municipal Incentive: TIF (9 years: 75%-75%-75%-50%-50%-50%-25%-25%-25%)

- **4 new jobs, $1 million in private investment**
- Production Tool & Grinding, Inc. (precision tool and cutter grinding co.) (2/96)

Municipal Incentive: TIF (7 years: 25%-35%-45%-55%-65%-75%-85%)

- **12 new jobs, 12 jobs retained, $1.2 million in private investment**
- MicroPhotonics, Inc. (R&D operation for LCD film production) (6/96)

Municipal Incentive: TIF (10 years: 75%-75%-75%-50%-50%-50%-25%-25%-25%-5%)

- **6 new jobs, 4 jobs retained, $5 million in private investment**
- F.L. Castine, Inc., (moving and storage business) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 25-20-15-10-5)

- **5 new jobs, 25 jobs retained, $840,000 in private investment**
- R.H. Acquisition Corp., dba Rodney Hunt (mfr of flow-control equipment) (12/96)

Municipal Incentive: Tax Increment Financing (7 years: 50-40-30-20-15-10-5)

- **6 new jobs, 202 jobs retained, $7.3 million in private investment**

Pittsfield

- Beloit Corporation (paper industry-related operation) (3/95)

Municipal Incentive: Special Tax Assessment

- **15 new jobs, 10 jobs retained, $4.7 million in private investment**
- Interprint, Inc. (printer of saturating grade papers for the laminate industry) (5/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **25 new jobs, 51 jobs retained, $10 million in private investment**
- Pittsfield Mold & Tool Company, Inc. (mfr. of molds for the plastics ind.) (12/95)

Municipal Incentive: Special Tax Assessment

- **23 new jobs, 45 jobs retained, $1.75 million in private investment**
- Frosty Mechanical Contractors, Inc. (plumbing contractor) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **6 new jobs, 30 jobs retained, $359,000 in private investment**
- Greylock Federal Credit Union (Berkshire County banking institution) (7/96)

Municipal Incentive: Special Tax Assessment

- **36 new jobs, 37 jobs retained, $3 million in private investment**
- Dayspring Realtors, Inc. & His Management, LLC (9/97)

Municipal Incentive: Special Tax Assessment

- **1 new job, 4 jobs retained, $182,500 in private investment**
- Van Alstyne Associates & His Management, LLC (Insurance) (9/97)

Municipal Incentive: Special Tax Assessment

- **7 new jobs, 6 jobs retained, $182,500 in private investment**

Quincy

- Massachusetts Heavy Industries, Inc. (Shipyard) (9/97)

Municipal Incentive: Special Tax Assessment (100% exemption for 5 years)

- **1050 new jobs, 12 jobs retained, $71 million in private investment**

Salem

- Thermal Circuits, Inc. (mfr of heaters and heater assemblies) (3/95)

Mun. Incentive: TIF (9 years: 100%-100%-12.5%-25%-37.5%-50%-62.5%-75%-87.5%)

- **110 new jobs, 81 jobs retained, $1.17 million in private investment**
- New England Wire Assemblies, Inc. (assembler of cables) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **20 new jobs, 16 jobs retained, $275,000 in private investment**
- Ninety-Nine West, Inc. (family-style restaurant operation) (2/96)

Municipal Incentive: Tax Increment Financing (5 years: 95%-70%-50%-30%-5%)

- **31 new jobs, $1.15 million in private investment**
- G & M Rossi Company (retailer of stone memorials) (7/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-90%-70%-50%-30%)

- **9 new jobs, 8 jobs retained, $187,000 in private investment**
- Heritage Museum Realty Trust(owner/developer of Museum Place Mall) (11/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-90%-85%-60%-20%)

- **5 new jobs, 150 jobs retained, $1.7 million in private investment**

Sandwich

- Cape Cod Ice Company (manufacturer/distributor of ice) (7/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-75%-50%-25%)

- **2 new jobs, 10 jobs retained, $1 million in private investment**

Somerville

- 120 Beacon Street L.P./Noodles Restaurant (retail and wholesale pasta) (9/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-80%-50%-10%)

- **7 new jobs, 2 jobs retained, $1.2 million in private investment**
- ACCION International (non-profit organization promoting economic dev.) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-80%-50%-10%)

- **6 new jobs, 22 jobs retained**
- Ferdosi, Inc. d/b/a Cafe Kismet (Mediterranean open grill restaurant) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-80%-50%-10%)

- **17 new jobs, $175,000 in private investment**
- Political Research Associates (non-profit educational organization) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-80%-50%-10%)

- **2 new jobs, 4 jobs retained**
- The Travel Collaborative (independent travel agency corporation) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-100%-80%-50%-10%)

- **4 new jobs, 23 jobs retained, $40,000 in private investment**
- Houghton Mifflin Interactive Corp.(publisher of multimedia CD Rom titles) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 80-50-10-1-1)

- **40 new jobs, 20 jobs retained, $250,000 in private investment**
- Knapp Food, Inc., dba Knapp Video (video store) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 80-50-10-1-1)

- **2 new jobs, 5 jobs retained, $140,000 in private investment**

Somerville (Cont.)

- Soundstone Entertainment, Inc., (producer of computer-driven CD kiosks) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 80-50-10-1-1)

- **17 new jobs, 9 jobs retained, $25,000 in private investment**

- F.E.I. Theatres & B.F. Properties (Somerville Theatre) (12/96)

Municipal Incentive: Tax Increment Financing (7 years: 100-5-4-3-2-1-1)

- **2 new jobs, 19 jobs retained, $3 million in private investment**

- Someday Cafe & B.F. Properties (coffee shop & bakery) (12/96)

Municipal Incentive: Tax Increment Financing (7 years: 100-5-4-3-2-1-1)

- **3 new jobs, 14 jobs retained, $110,000 in private investment**

- All Rise Bakery dba Carberry's & Bakery Trust (bakery) (12/96)

Municipal Incentive: Tax Increment Financing (6 years: 100-20-10-5-5-1)

- **31 new jobs, 2 jobs retained, $695,000 in private investment**

Southbridge

- Bermer Tool & Die, Inc. (manufacturer of plastic and die case molds) (9/95)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **15 new jobs, 61 jobs retained, $1.3 million in private investment**

- All Seasons Services, Inc. (food service vending provider in the NE) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **8 new jobs, 66 jobs retained, $280,000 in private investment**

Southwick

- *B & E Tool Company, Inc. (mfr of military&commercial machine parts)* *(7/96)*

10 year TIF (Year 1: 100%; Years 2-6: 66 2/3%; Years 7-10: 33 1/3%)

- ***27 new jobs, 54 jobs retained, $1.2 million in private investment***

Springfield

- Danaher Tool Group (mfr of hand tools for Sears, Allen, Matco) (6/95)

Municipal Incentive: Special Tax Assessment

- **54 new jobs, 50 jobs retained, $6.1 million in private investment**

- Big Y Foods, Inc. (supermarket chain) (6/95)

Municipal Incentive: TIF (20 years: years 1-10: 50%; years 11-20: 30%)

- **640 new jobs, 5,400 jobs retained, $23.1 million in private investment**

- Smith & Wesson (mfr of handguns & law enforcement training site) (6/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-10%)

- **13 new jobs, 1,125 jobs retained, $30 million in private investment**

- Ivey Industries, Inc. (distributor of welding supplies and gases) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-10%)

- **5 new jobs, 19 jobs retained, $200,000 in private investment**

- Hodge Manufacturing Company, Inc. (mfr of handling/storage eqt.) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-10%)

- **12 new jobs, 52 jobs retained, $250,000 in private investment**

- Springfield Wire, Inc. (mfr of heating elements and electrical components) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-10%)

- **30 new jobs, 385 jobs retained, $2.2 million in private investment**

- Lynn Ladder and Scaffolding Company, Inc. (mfr/distributor/retailer) (12/95)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **18 new jobs, 18 jobs retained, $900,000 in private investment**

Springfield (Cont.)

- Trident Alloys, Inc. (manufacturing/foundry operation) (6/96)

Municipal Incentive: TIF (8 years: 50%-50%-50%-50%-50%-34%-67%-100%)

- **26 new jobs, 23 jobs retained, $425,000 in private investment**

- Valley Plating, Inc. (steel plating manufacturer) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 50% each year)

- **30 new jobs, 70 jobs retained, $1.3 million in private investment**

- Holyoke Card & Paper Company (paper converter & supplier) (10/97)

Municipal Incentive: Tax Increment Financing (5 years: 50-50-50-50-50)

- **49 new jobs, 76 jobs retained, $3 million in private investment**

Sturbridge

- Applied Fiberoptics, Inc. (high-tech firm specializing in fiberoptic tech.) (6/95)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **21 new jobs, 21 jobs retained, $1 million in private investment**

- SpecTran Communication Fiber Tech. (mfr of multimode optical fiber) (11/96)

Municipal Incentive: TIF (10%-9%-8%-7%-6%-5%-4%-3%-2%-1%)

- **150 new jobs, 247 jobs retained, $50.4 million in private investment**

Taunton

- Northeast Refrigerated Terminals(commercial cold storage freezer) (5/97)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-60-40-20)

- **23 new jobs, 7 jobs retained, $4 million in private investment**

- U.S. Assemblies New England, Inc. (electronic design & development) (7/97)

Municipal Incentive: TIF (10 years: 40-40-40-40-40-35-35-20-15-10)

- **160 new jobs, 60 jobs retained, $6.4 million in private investment**

- American Packaging Co., Inc. (mfr. of packaging materials) (7/97)

Municipal Incentive: TIF (10 years: 1-100-90-80-70-10-10-5-5-5)

- **40 new jobs, 8 jobs retained, $1.78 million in private investment**

Uxbridge

- Technical & Logistical Consultants, Inc. (computer consulting company) (11/95)

Municipal Incentive: Tax Increment Financing (5 years: 30%-25%-20%-15%-10%)

- **6 new jobs, 36 jobs retained, $1 million in private investment**

- Sterling Distributors (fireplace accessory dist. center, sporting supplier) (11/95)

Municipal Incentive: Tax Increment Financing (5 years: 30%-25%-20%-15%-10%)

- **6 new jobs, 7 jobs retained, $210,000 in private investment**

Wareham

- Hostar Marine Transport Systems, Inc. (mfr/retailer of boat trailers etc.) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 100%-80%-60%-40%-20%)

- **12 new jobs, 15 jobs retained, $350,000 in private investment**

- Franklin Fixtures, Inc. (manufacturer of wood products, store fixtures) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **20 new jobs, 25 jobs retained, $1.5 million in private investment**

- Trego, Inc. (manufacturer of electrical harnesses) (6/96)

Municipal Incentive: Tax Increment Financing (5 years: 50%-40%-30%-20%-10%)

- **12 new jobs, 12 jobs retained, $380,000 in private investment**

- Navionics, Inc., & Hewson Realty Trust (Marine Electronics software mfr) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-60-40-20)

- **30 new jobs, 15 jobs retained, $195,000 in private investment**

Wareham (Cont.)

- Fiberspar, Inc. (mfr, of composite tubular products) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-60-40-20)

- **25 new jobs, 75 jobs retained, $600,000 in private investment**

Webster

- Columbia Farms Dist, Inc. (supp. of fresh and frozen foods to Costco) (5/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-60%-40%-20%-5%)

- **20 new jobs, 45 jobs retained, $4 million in private investment**

West Brookfield

- Brookfield Machine, Inc. (mfr. of close-tolerance tools) (10/97)

Municipal Incentive: Tax Increment Financing (5 years: 100-80-60-40-20)

- **20 new jobs, 71 jobs retained, $1.25 million in private investment**

Westfield

- Old Colony Envelope, Inc.(mfr of fine correspondence paper) (12/96)

Municipal Incentive: Tax Increment Financing (10 years:100-75-50-25-25-25-20-15-10-5)

- **18 new jobs, 400 jobs retained, $6 million in investment**

- Angy's Food Products, Inc. (frozen pasta producer) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 80-75-50-50-40)

- **8 new jobs, 32 jobs retained, $2.6 million in investment**

- Advance Mfg Co., Inc. (mech. and electro-mech. precision components) (3/97)

Municipal Incentive: Tax Increment Financing (5 years: 80-75-50-50-40)

- **10 new jobs, 176 jobs retained, $2.6 million in private investment**

Whately

- Deerfield Urethane, Inc. (manufacturer of polyurethane film) (11/95)

Municipal Incentive: TIF (10 years: Years 1-5 @ 60% and Years 6-10 @ 50%)

- **50 new jobs, 56 jobs retained, $13 million in private investment**

Williamstown

- Litchfield Financial Corp. (comm financier of vacation properties) (7/97)

Municipal Incentive: TIF (10 years: 100% per year)

- **70 new jobs, $ 1 million in private investment**

- Berkshire Ivy Gardens, Inc. (wholesale grower of ivy house plants) (7/97)

Municipal Incentive: TIF (5 years: 1% per year)

- **10 new jobs, 45 jobs retained, $575,000 in private investment**

Worcester

- *Worcester Common Fashion Outlets (retail outlet mall in downtown Worc.)* *(5/95)*

20 year TIF Agreement (formulaic exemption relative to lease-up schedule)

- ***365 new jobs, $50 million in private investment***

- Continental Consolidated Industries (mfr of wood-based retail fixtures) (6/95)

Municipal Incentive: Tax Increment Financing (5 years: 100%-75%-50%-25%-5%)

- **20 new jobs, 45 jobs retained, $1.2 million in private investment**

- Main Street Brewing Company (on-premise microbrewery, pub/restaurant) (9/95)

Municipal Incentive: Tax Increment Financing (5 years: 10%-10%-10%-10%-10%)

- **40 new jobs, $1.9 million in private investment**

- Allegro Microsystems, Inc. (manufacturer of semiconductor components) (12/95)

Municipal Incentive: TIF (9 years: 90%-80%-70%-60%-50%-40%-30%-20%-10%)

- **100 new jobs, 800 jobs retained, $36 million in private investment**

Worcester (Cont.)

- Industrial Packaging Supply, Inc. (industrial packager) (4/96)

Municipal Incentive: Tax Increment Financing (5 years: 55% each year)

- **5 new jobs, 26 jobs retained, $700,000 in private investment**

- Worcester Tire Company, Inc. (full service tire retail/wholesale store) (4/96)

Municipal Incentive: Tax Increment Financing (5 years: 75% each year)

- **4 new jobs, 6 jobs retained, $500,000 in private investment**

- LaVigne Press, Inc. (state-of-the-art commercial printer) (4/96)

Municipal Incentive: TIF (19 years: 60% years 1-10; 40% years 11-19)

- **15 new jobs, 100 jobs retained, $600,000 in private investment**

- Bloch/New England (manufacturer of consumer goods) (8/96)

Municipal Incentive: TIF (9 years: 90%-80%-70%-20%-10%-50%-40%-35%-25%)

- **45 new jobs, 114 jobs retained, $2.1 million in private investment**

- Folio Exhibits (designer and manufacturer of trade show exhibits) (10/96)

Municipal Incentive: TIF (9 years: 100%-90%-80%-20%-10%-50%-40%-35%-25%)

- **15 new jobs, 49 jobs retained, $2.75 million in private investment**

- Burnside Building (J. Robert Seder & First Massachusetts Bank) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 50% per year)

- **27 new jobs, $2.84 million in private investment**

- Wirefab, Inc. (wire manufacturer) (12/96)

Municipal Incentive: Tax Increment Financing (5 years: 45% per year)

- **20 new jobs, 86 jobs retained, $1 million in private investment**

- Medical City (medical complex) (12/96)

Municipal Incentive: Tax Increment Financing (18 years: formulaic)

- **55 new jobs, 1223 jobs retained, $215 million in private investment**

- McNamara Fabricating, Inc., (steel fabrication manufacturer) (5/97)

Municipal Incentive: Tax Increment Financing (5 years: 5% per year)

- **6 new jobs, 8 jobs retained, $472,500 in private investment**

- Polar Corporation (soft-drink bottler) (6/97)

Municipal Incentive: Tax Increment Financing (10 years: Conditionally structured)

- **65 new jobs, 375 jobs retained, $ 11 million in private investment**

- The PresMet Corporation (mfr. of powder-metal parts) (6/97)

Municipal Incentive: TIF (13 years: 5-60-55-50-45-40-40-35-30-25-25-25-25)

- **40 new jobs, 323 jobs retained, $8.5 million in private investment**

- Leon Supply Company/Leon Realty(suppl.of food and disposable items) (6/97)

Municipal Incentive: Tax Increment Financing (5 years: 5-40-40-10-5)

- **4 new jobs, 21 jobs retained, $560,000 in private investment**

10/97